





## EUROPEAN NEWS

## Moscow ready to debate draft privatisation law

By Leyla Boulton in Moscow

THE Soviet parliament is today expected to debate the country's first privatisation law after 70 years of resistance to the very concept of private property.

The draft law, finalised by the government's economic reform commission after weeks of wrangling among ministers, sets the terms and procedures for both "destatisation" and privatisation of state assets.

It has been welcomed by radical economists as a step towards creating a market economy, despite their misgivings about the Kremlin's overall approach to economic reform.

Mr Gennady Melnik, a senior official on the economic reform commission, said recently that all-union assets totalled around Rb2,000bn. He predicted that up to 20 per cent could be sold off in three or four years, while 25 per cent would remain in government hands.

Under the draft, a central Fund for State Property (probably set up by presidential decree) will oversee the privatisation of all-union assets, while republican authorities will be free to dispose of enterprises under their control as they wish. The Soviet government will establish a list of its enterprises which will not be privatised for defence, ecological, or other unspecified reasons.

Hardline communist deputies are likely to offer stiff

resistance to the law's stipulation that shares be bought rather than distributed free of charge.

It gives workers first option on buying out their enterprises but says that no more than 50 per cent of the assets should be ceded to them on preferential terms.

The draft law says states that revenues from share sales will be used to pay off state debts, stabilise the economy and fund key social expenditure, including compensation for workers who may be laid off as a result of privatisation.

Shares may be sold to Soviet and foreign legal entities and individuals (although rules for foreign investors have yet to be set out in a separate law). The central government will establish a list of enterprises and sectors earmarked for early privatisation. Specific deadlines are absent from the legislation, but enterprises themselves can apply to begin privatisation and their requests must be ruled on within a month.

The evaluation and sell-off of enterprises will be handled by committees representing privatisation officials and experts, management and the workforce. Shares are to be sold on an auction basis with starting prices set by the committees.

Mr Grigory Yavlinsky, the leading author of the 500-Day

Programme for a crash transition to a market economy, said the law would put some method into chaotic privatisation attempts already under way in various parts of the country.

The Soviet law is partly based on a draft he prepared for the Russian parliament but which has yet to be adopted.

If passed, the Soviet legislation should make it easier for foreign investors to step in, once the companion law on foreign investment is adopted.

Ms Barbara Davolin, a Moscow-based consultant with Price Waterhouse, said a that key obstacle to privatisation up to now was the absence of procedures for carrying it out.

Individual Soviet enterprises, such as Kamas, the giant truck plant, have already begun to sell off shares. But this has only been possible in specific cases pushed by the Soviet government.

Until there is an agreement between the enterprises and the republics, a row over who owns what will also continue to be a problem. Russia for instance is claiming a share of all-union enterprises, which account for most heavy industry on its territory.

Kamas for instance has so far failed to get foreign investors because of their demands for three sets of guarantees that the assets will not be confiscated - from the central government, the government of



Muscovites struggle with militiamen outside one of the two banks where they are able to obtain foreign currencies

the Russian Federation, and authorities in the autonomous republic of Tatarstan.

Some authorities on the ground, such as Ms Elena Kotova, the head of Moscow city council's privatisation

committee, doubt whether the law will actually deliver results, unless those in charge of the privatisations have the power to override the resistance of vested interests.

Ms Kotova has been unable

to push through the outright sale of restaurants, shops and service industries in the capital because of the resistance of the state organisations which run them and which have opted instead for limited forms

of leasing. The radical city council in Leningrad meanwhile has already encountered the refusal of workers to vacate premises after their sale to private owners.

## Sudden switch to hard currency trade 'a mistake'

By Christopher Bobinski in Moscow

MR VALENTIN Pavlov, the Soviet premier, yesterday admitted that the abruptness of the switch to hard currency pricing in trade between Poland and the Soviet Union on January 1 was a mistake.

Speaking after meeting Mr Jan Krzysztof Bielecki, the Polish prime minister, he said steps would have to be taken to reverse a slump in mutual trade which is threatening tens of thousands of Polish jobs.

In the first two months of this year, Soviet sales to Poland amounted to \$240m while Polish exports to the Soviet Union earned a mere \$18m. "We are now putting right mistakes which have resulted in the fall in mutual turnover," said Mr Pavlov.

The Poles want trade run on a clearing system with quarterly reviews to ensure that imports and exports are evenly balanced.

Mr Bielecki assured the Soviet premier he wanted to maintain Poland's trade links with the Soviet Union and offered to supply 1m tonnes of grain and 100,000 tonnes of meat to the Soviets out of his country's farm surpluses.

Mutual debts are another vexed issue. Poland ran up a record trade surplus with the Soviet Union last year worth over Rb57bn as a result of its export boom. At the same time it still owes Rb54.2bn lent by the Soviets in the early 1980s.

The Poles are arguing, however, that they were underpaid to the tune of Rb4m for work done in the past on Soviet gas and oil pipelines.

Mr Bielecki's visit to Moscow was designed to prepare for a state visit by Mr Lech Walesa, the Polish president, later this month. President Mikhail Gorbachev, who also saw Mr Bielecki, said: "We are neighbours and Slavs and whatever the political hue of the government in Poland we have no choice but to work together."

The Soviet leadership appears keen to have a visit by Mr Walesa in the near future to improve their human rights image after the shootings in Vilnius and Riga in January by Soviet troops.

Progress on fixing a date for the withdrawal of Soviet troops from Poland will have to be made before Mr Walesa's visit can go ahead.

Yesterday, the Soviet Union said it plans to withdraw the first of its army units from Poland next week but the two sides remain at loggerheads on the timetable and costs of the pullout, a Polish official said.

He said Moscow had failed to present a detailed timetable which it plans to complete only in 1992. The Soviet Union's demand that the last Soviet soldier should leave this year. It was also refusing to discuss financial compensation demanded by Poland.

## Defiant France aids electronics sector

William Dawkins and Charles Leadbeater examine the industrial pressures which prompted Paris to come up with a £600m package for a strategic industry

NEVER has the contrast between the French and British response to the ill of Europe's electronics industry been so marked.

Less than a year after the flagship of Britain's computer industry, ICL, slipped into the arms of Fujitsu, the Japanese electronics group, the French government has announced an enormous boost in backing for its loss-making state-controlled electronics companies.

Paris' decision to pump FF44bn (£600m) of fresh capital into Bull, the ailing computer maker which last week announced a record FF6.8bn (£880m) loss, and nearly FF12bn into Thomson, the struggling defence and consumer electronics group, is the clearest sign yet of just where the limits lie in the French government's recent withdrawal from industrial interventionism.

Not surprisingly, the move drew an immediate complaint from ICL to the UK government and the European Commission. ICL fears that the cash will allow Bull to price in a predatory fashion in the UK, where it has taken public sector orders in recent years from ICL.

ICL executives fear that other loss-making electronics groups like Olivetti of Italy, Philips of the Netherlands and Siemens-Nixdorf of Germany may now be encouraged to seek state aid to restructure their businesses.

The German electronics industry association has also

expressed its fears that competition might become distorted.

Presenting the plan, Mr Roger Fauroux, the French industry minister, spoke of the strategic need to keep the European electronics industry under European control and not to throw the European market "open to all winds."

French officials liken today's electronics industry crisis to

effort". Yet privately, French officials are disappointed with the recently more moderate tone of the European Commission's policy for the electronics industry. Coupled with Brussels' increasingly tough stance against state aid, which will probably lead to an inquiry by the Commission, the impression in France is that the Com-

mission will accept, as legitimate behaviour for government shareholders, highly relevant to the Paris administration as caretaker of possibly Europe's most active and entrepreneurial state sector.

So far, Brussels has simply said that state shareholders should behave like private ones, though as Mr Fauroux points out, private investors have also been known to pump money - for good as well as bad reasons - into loss-making businesses.

Mr Fauroux, a former chairman of Saint-Gobain, the privatised glass and pipes group which temporarily took control of Bull in the early 1980s, likens himself to the head of a diversified industrial holding group, participating in the strategic decisions of Bull, Thomson and other state-held businesses.

Generally speaking, the government often behaves like a private shareholder in that it insists that investments should make commercial sense, maintains Mr Fauroux, who has always argued that Bull has a future. But this does not stop the state from pursuing a clear industrial policy, especially to defend a strategically vital sector in a crisis, he argues.

In making up their minds whether to accept that argument, the Commission's competition experts will examine closely just how the two companies plan to spend their capital increases.

Bull's FF44bn comes in two

equal chunks this year and next. It will be partly provided by an unwilling France Telecom, owner of a 17 per cent stake in Bull, which is demanding in return the right to operate the group's internal telecommunications networks as the basis for a service to outside companies.

The cash will partly cover Bull's losses, including the FF3.5bn costs of closing more than half its plants and reducing the workforce by 20 per cent. On top of this, Bull is getting a FF2.7bn research grant over the next four years. This covers 20 per cent of its research budget for the period, devoted to making it easier for Bull computers to communicate with other producers' machines.

Thomson's nearly FF12bn capital increase barely covers the FF4.7bn - after FF1.5bn restructuring charges - loss made by its consumer electronics arm last year, even though its other main business, defence electronics, is profitable. Like Bull, Thomson is also getting a research grant on top of the capital increase, FF450m this year out of a FF600m national research budget for high definition television.

Thomson Consumer Electronics has just launched an advanced TV set, designed to pave the way for full HDTV, and is gambling that it will be the first product in which it beats Japanese competition for domination of the European market.

Mr Fauroux comes in two

## World electronics

Production (\$billion)

1990 (provisional)

1988

1989

France

Europe

US

Japan

World

Military, computer services, robots

Source: French Industry Ministry

falling demand, fast changes in technology and fierce competition - to the one facing the European steel industry 20 years ago. In this, Mr Fauroux has the full backing of President Francois Mitterrand, who called on his weekly cabinet meeting to "incite an especially energetic European

## Trade balance (\$billion)

1988

1989

France

Europe

US

Japan

World

Military, computer services, robots

Source: French Industry Ministry

mission's drive to support European-owned technology companies is weakening.

"It is not time to do what one can to save Bull, Thomson and the others, knowing that there is nothing to hope for from a semi-impotent Europe" wrote Le Monde yesterday.

France's room for manoeuvre

## EUROPE IN BRIEF



## Dutch face economic slowdown

Growth in Dutch gross national product will slow to around 2 per cent in 1991 and 1992 from more than 3 per cent in both 1989 and 1990, the Dutch Central Planning Office said, writes Ronald van de Krol in Amsterdam.

Measured in terms of real national income, growth is expected to show an even sharper decline to 1 per cent in 1991 from 2.5 per cent in 1990, though average growth will rebound to an average 2.5 per cent in 1993 and 1994.

Despite the slowdown, the Dutch economy has managed to escape the recession that has plagued other western countries, thanks to its close trading ties with Germany and a strong rise in disposable incomes stemming from tax cuts and other measures in 1990.

However, the central planning office cautioned that the government looked set to face further setbacks in its efforts to reduce the state's financing deficit. Its warning comes just weeks after the centre-left coalition succeeded in putting together a four-year cost-cutting package of F1 17bn (\$8.9bn).

## Denmark move on EC taxes

Denmark will try to persuade other EC countries to increase excise taxes on tobacco goods and spirits rather than reduce its own high taxes, according to Mr Anders Fogh Rasmussen, the economy minister, writes Hilary Barnes in Copenhagen.

Denmark's high indirect taxes pose a serious problem for the country in view of the elimination of border controls within the EC after 1992.

The minister said the government was preparing to reduce excise taxes between 1992 and 1995. The reductions will mean a total loss of revenue of Dkr7.2bn (\$1.12bn). In the first phase, taxes on cosmetics, perfumes, beer, wines and soft drinks will fall, costing the exchequer about Dkr3.5bn.

After 1993, tobacco and spirits taxes will start falling, but Mr Fogh Rasmussen said the government opposed the relatively low harmonised tax rates on these goods proposed by the EC Commission.

## G7 ministers to meet soon

Finance ministers from the Group of Seven industrial countries are to meet in London in the next two weeks for informal talks on a range of economic issues, Peter Marsh reports.

The discussions will take place around the same time as the three-day inaugural meeting, starting on April 15, of the London-based European Bank for Reconstruction and Development.

The UK Treasury said yesterday that ministers would discuss "matters of the moment" but would not issue

a communiqué. A full meeting of the G7 countries, attended by financial ministers and central bank governors, is scheduled for Washington on April 28.

## Budapest sacks US ambassador

Hungary's ambassador to the US has been dismissed, apparently to create a vacancy for the controversial foreign minister, Mr Gábor József, according to political sources. Reuter reports from Budapest.

Despite official denials, the sources said József was expected to leave the first post-communist government in Budapest this summer to become the new ambassador to Washington.

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to build the world's biggest suspension bridge, which will have a central span of 1,624 metres, writes Hilary Barnes in Copenhagen.

The bridge is part of the road-rail, bridge and tunnel link across the Great Belt, the main shipping lane into the Baltic from the North Sea, which separates the Danish island of Sjælland from the Jutland peninsula.

The Financial Times has learnt that A/S Storebælt, the state company responsible for construction of the link, has singled out the Italian group, CMF Sud, and a German-Dutch consortium to be awarded the contract for the suspension bridge.

Obstacles block trade accord

Mr Franz Vranitzky, the Austrian chancellor, said that he was confident west Europe's two main trading blocs could work out details of a planned free trade deal by mid-1991, Reuter reports from Oslo.

But Mr Vranitzky, in Norway on a tour of Scandinavia, said major obstacles were holding up an accord between the European Community and the European Free Trade Association. The two blocs aim to set up a 19-nation single market from the end of 1992.

Greek inflation coming down

Greece's year-on-year inflation rate, the highest in the European Community, fell for the third consecutive month to 19.5 per cent in March and should meet a target of 16 to 17 per cent by the end of the year, the government said, Reuter reports from Athens.

Consortiums vie for bridge deal

An Italian and a German consortium have emerged as favourites to win the contract

## Brussels backs down on 'eco-audit'

By David Thomas, Resources Editor

THE European Commission has watered down proposals to order tens of thousands of industrial sites to publish annual audits of their environmental performance after fierce opposition from some industrial groups.

Commission officials still plan to put formal proposals for an eco-audit scheme to European Commissioners within the next few months.

The latest drafts circulating within the Commission make it clear that the participation of most companies in the scheme is likely to be voluntary.

Environmental audits - or eco-audits - are systematic examinations of the environmental effects of a company's operations.

Draft proposals produced by Commission officials at the end of last year suggested that most sites in 58 industries would have to audit their environmental activities annually and then publish a summary of the results.

The latest draft proposals suggest that participation in the scheme will be voluntary and that each EC country would set up a register of companies carrying out an eco-audit, together with an environmental auditing professional body to oversee the scheme.

Companies could choose whether to participate in an audit, although individual countries would be able to insist that companies in certain industries do

participate. Companies which participated would be able to display an Eco-Audit symbol on their products. The draft document says the EC will review the scheme four years after it comes into operation to see whether it should be made mandatory.

The new proposals are likely to be more acceptable to industry bodies alarmed by the initial stress on compulsory auditing. However, European trade unions are dismayed that the latest drafts make no provision for consulting workers during the audit.

Commission officials stress that the latest proposals may still change. Formal proposals will be put to commissioners in the next few months.

## Patchy support for Albanian strike

By Laura Silber in Tirana

A GENERAL strike called by Albania's opposition Democratic Party yesterday to protest against Communist-backed violence received patchy support.

Factory workers stayed away in the capital and in the northern city of Shkoder, where four people died after security forces attacked anti-communist demonstrators following last Sunday's election in which the ruling Albanian (communist) Party of Labour won two-thirds of the 250-parliament. There were no reports of violence yesterday but the capital remained tense.

There were no available participation figures but Mr Pollo said: "I could say the strike was general in Tirana and other major cities so we consider it a success." A govern-

ment official, however, described it as a failure.

Many people in Tirana said early yesterday they were unaware of the strike call early in the day but had joined the stoppages by the afternoon.

Hundreds of Albanian refugees have crossed into Greece since the communists retained power in the country's first free vote, a Greek official said yesterday, Reuter reports from Athens.

Mr Dimitris Tzorziis, an official who monitors the refugees in the town of Ioannina, said 368 Albanians had fled across the border since Sunday's election. "The stream of refugees has been steady since January. The election result did not change the number crossing the border," he said.

## Yugoslav army tries to stay out of politics

By Judy Dempsey

YUGOSLAVIA'S federal army, often perceived as the loyal supporter of Mr Slobodan Milosevic, the communist President of Serbia, appears to be distancing itself from the country's politicians by its intervention in the western republic of Croatia.

General Veljko Kadejovic, the defence minister, sent troops and reinforcements into Croatia on Sunday to prevent the conflict between Croats and Serbs, the country's two largest ethnic groups, from escalating into large-scale violence.

A week ago, ethnic Serbs attempted to take over Croatia's tourist resort of Plitvice. Croatian police ousted the Serbs, but the army stepped in after two people were killed.

Constitutionally, the army is under the command of the collective presidency, which consists of representatives from the six republics and two provinces. But the presidency met in emergency session on Sunday and was divided about the army's role.

The army appears frustrated by the lack of unity, combined with a growing sense of paralysis in the presidency. It was particularly concerned by a statement by Mr Milan Babic, the nationalist leader of the ethnic Serbs in the region of Krajina in Croatia, who told Belgrade Radio that the ethnic Serbs had been promised weapons by Mr Milosevic.

If this is true, it confirms earlier suspicions that the rebellion by ethnic Serbs in Croatia has had the Serbian leader's full support. Serbs make up 11 per cent of Croatia's 4.5m population.

Last year Mr Babic declared Krajina independent from Croatia and he now supports the idea that other ethnic Serb areas in Croatia should be united with Serbia, thus bringing the idea of a Greater Serbia closer to reality.

The Serbian parliament said on Monday it would support the Serbs in Croatia but failed to take the opportunity to endorse the unity of Serbia with Serb-inhabited regions in Croatia.

Yugoslav analysts said the army was not prepared to stand by as heavily-armed ethnic Serbs and Croats confronted each other, particularly since this could spill into neighbouring Bosnia-Herzegovina in which Croat, Serb and Moslem communities co-exist.

The army has given no indication how long it will remain in Croatia, its presence denies Mr Milosevic a greater opportunity to provoke ethnic unrest in the republic.

But it may also increase resentment among Mr Babic's supporters who appear determined to unite Serbs.

Moreover, the Croatian government, led by President Franjo Tudjman, continues to oppose any army involvement in the republic, saying the military does not have the authority to intervene.

Mr Tudjman's ability to contain what are still local, but intense, ethnic conflicts is also called into question by the army involvement. Furthermore, Croatia believes the army is susceptible to Serbian influence because 70 per cent of the officer corps are Serbs.

● The European Community yesterday urged Yugoslavia to remain united and warned against a breakup of the factious country into independent states, AP reports.

"We came here to support the process of democracy, unity and dialogue in Yugoslavia," said Mr Jacques Poos, the EC Council chairman, and Foreign Minister of Luxembourg.

Mr Poos said the Community would take measures to aid Yugoslavia in overcoming its worst political crisis since 1945. He also implied the Community might also consider writing off part of Yugoslavia's \$17bn foreign debt to help implement a programme of reforms to transform the Communist-style economy into a free-market one.

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AMERICAN NEWS

# McFarlane named in security software case

By Alan Friedman and Eric Reguly in Washington

A BIZARRE series of allegations — including claims of misconduct by Mr Robert McFarlane, the former national security adviser to President Ronald Reagan — have surfaced as a result of a seemingly obscure legal action involving the US Department of Justice and a small Washington computer software company called Inslaw.

Among allegations contained in court affidavits filed in recent weeks in support of Inslaw is the charge Israeli intelligence forces are using an Inslaw computer software system illegally provided by Mr McFarlane.

The affidavits also claim Inslaw's case-tracking Promis software was stolen by the US Department of Justice and found its way to the governments of Israel, Canada and Iraq. The software allows users to keep track of information on criminal cases and individuals and is designed for use by police and intelligence agencies.

The case of Inslaw, which won a court victory against the Justice Department in 1987, appears at first glance to be an obscure lawsuit by a small business that was forced into bankruptcy as a result of the loss of its proprietary software.

But several members of the Washington establishment and US press reports suggest Inslaw may be only the tip of an iceberg that could have implications for US foreign policy in the Middle East.

That ruling, which received

A lawyer representing Inslaw is Mr Elliot Richardson, a former US attorney general. Yesterday, he told the FT: "Evidence of the widespread ramifications of the Inslaw case comes from many sources and keeps accumulating."

Mr Richardson said last night that "it remains inexplicable why the Justice Department consistently refuses to pursue this evidence and resists co-operation with the Judiciary Committee of the House of Representatives."

The Inslaw case began in 1982 when the company won a

**Israeli intelligence is alleged to be using illegally supplied computer software**

\$10m contract to install its software at the Department of Justice. In 1983 the department stopped paying Inslaw and the firm eventually went into bankruptcy proceedings.

Inslaw sued the Justice Department in 1986 and the trial took place a year later, when a federal bankruptcy court ruled in Inslaw's favour. The ruling said that the Justice Department "took, converted, stole" Promis software through "trickery, fraud and deceit" and then conspired to drive Inslaw out of business.

That ruling, which received

little publicity at the time, was upheld by the US District Court in Washington in 1989, but the Justice Department lodged an appeal last year in an attempt to overturn the judgment that it must pay Inslaw \$6.1m in damages and \$1.2m in legal fees.

The affidavits relate to an imminent move by Mr Richardson on behalf of Inslaw to obtain subpoena power in order to demand copies of the Promis software that the company alleges are now being used by the Central Intelligence Agency and other US intelligence services.

In response, Mr McFarlane has stated that he is "very puzzled" by the allegations that he passed any of the software to Israel. He has termed the claims "absolutely false".

In addition to alleging that the stolen software was used by US intelligence, Inslaw's new affidavits also state that the same software has been sold illegally to the Royal Canadian Mounted Police and the Canadian Security Intelligence Service. This could not be confirmed or denied yesterday.

In the affidavit relating to Mr McFarlane, Mr Ari Ben-Menashe, said to be a former Israeli intelligence officer, claims that Mr McFarlane had a "special" relationship with Israeli intelligence. Mr Ben-Menashe alleges that in a 1982 meeting in Tel Aviv, he was told that Israeli intelligence received the software from Mr McFarlane.

## Panama and US to unlock bank secrecy

By Tim Coone in Managua

AGREEMENT has been reached between the US and Panamanian governments, after a year of heated argument, over the conditions under which Panama's strict banking secrecy laws will be lifted to facilitate drug-money laundering investigations.

A treaty is due to be signed on April 11, according to a US official based in Panama, though "there are still some loose ends to be tied up".

The agreement will formalise existing arrangements under which US investigators are given access to banking information on customers suspected of money laundering or drug trafficking.

All cash transactions over \$10,000 are already automatically reported to Panama's banking commission and in turn reported to the US authorities, if requested.

The US has insisted the treaty should extend to tax evasion investigations, and has made the disbursement of \$84m out of a \$420m aid package to Panama conditional on the signing of a deal.

The offshore banking community in Panama argued that such a condition would unfairly disadvantage Panama compared to other offshore financial havens and a compromise solution is believed to have been agreed under which information will be released to US tax investigators only when there is clear evidence that this was part of a drug-money laundering enquiry.

The Panamanian foreign ministry says the concerns of Panama's banking community have been fully incorporated into the treaty.

"It is a good agreement both for Panama and the US," the ministry said. Panama's Banking Association, which represents 110 offshore banks in Panama, said it had received no information yet on the proposed agreement.

Delay in signing the treaty has seen offshore deposits fall to \$5bn, down from almost \$30bn in 1986.



Bush: looking forward to a more personal victory in spite of continuing Gulf worries

## Iraq credit plot claims another victim

A FORMER officer of Banca Nazionale del Lavoro (BNL) of Italy implicated in an alleged plot to extend \$4bn (£2.2bn) in unauthorised credit to Iraq has pleaded guilty to fraud and lying to US regulators, Reuter reports from Atlanta.

The US Justice Department said Mr Thomas Mobley Fiebelkorn, former corporate lending and development officer of state-owned BNL's Atlanta office, agreed to co-operate with the government in its investigation of the scheme, which benefited the government of President Saddam Hussein of Iraq.

Mr Fiebelkorn was not among the 10 named in a 347-count indictment in February alleging fraud in connection with more than \$4bn in credits and loans extended to Iraq by the BNL Atlanta branch in the late 1980s.

The group indicted includes two former officers of BNL's Atlanta branch and another employee.

## President seeks poll advantage despite heartache over Kurds

### Bush gala inspires mixed feelings

By Peter Riddell, US Editor, in Washington

PRESIDENT George Bush's celebration of "complete victory" in the Gulf war in a two-hour all-star television welcomer home to the troops has coincided with increasing criticism over his refusal to intervene in the Iraqi civil war.

A consistent theme of Wednesday evening's television salute was Mr Bush's strong leadership in the crisis. The clear message of the programme, organised by Mr Roger Ailes who ran the president's 1988 media campaign, was that of badges already on sale: "Re-elect the Commander-in-Chief."

However the main headline in the conservative Washington Times yesterday was "Where is Bush?" over a story saying that fleeing Kurds were asking that question. New York Times columnist William Safire argued that Mr Bush

had lost the credibility earned by American arms and had thrown "away our new found pride for a superpower that stands for the right and will not let defenceless allies be pushed around."

Mr Bush's message to the troops was: "America has rediscovered itself during Desert Storm. We regained confidence in America's special decency, courage, compassion and devotion to principle."

Having achieved the aims of the United Nations mandate — "we've done the heavy lifting" — Mr Bush's priority is to bring the troops home as quickly as possible.

The President's non-interventionist stand has two planks. Influenced by Saudi Arabia and Turkey, he believes the priority is to maintain Iraq as one country and to avoid at all costs a fragmentation

which allows scope for Syria and Iran to intervene. Washington and Riyadh want to get rid of Saddam Hussein, but are prepared to accept instead a military leader from a similar Sunni/Baathist background.

In addition Mr Bush believes there is no domestic and international support for active intervention on the side of the rebels, a judgment that appears to be correct. There has been little more than murmuring from Capitol Hill, not only because Congress is in recess but also because many Democrats are compromised through their opposition to the start of the war in mid-January.

Senator Al Gore of Tennessee, the only prominent Democrat to support the authorisation of military action then, has been one of the few to criticise Mr Bush for not insisting

that Iraqi helicopters stop flying. Nevertheless there is considerable unease at the stories of Iraqi military atrocities and fleeing refugees.

Foreign policy analysts have argued that Mr Bush's hands-off approach and ambiguities about whether Iraqi helicopters should be attacked risks giving Mr Saddam a new lease of life as well as robbing the US of the moral and political authority it gained in the war.

Mr Bush has been thrown on the defensive, and has not been helped by the juxtaposition of pictures of him fishing or golfing in Florida against those of desperate refugees.

The administration hopes the focus on the Kurds will be short-lived and the main domestic reaction will remain celebration over the military victory.

## Brazil to seek rescheduling

By William Dawkins in Paris

BRAZIL is not planning to ask for a reduction in its \$20bn (£11.2bn) official debt but will be seeking a revision in repayment schedules over the next few years.

Ms Zelia Cardoso, Brazil's Economy Minister, confirmed yesterday her country will not be seeking the same special treatment accorded to Poland, which recently obtained agreement from the Paris Club of creditor nations to have its official debt halved.

Ms Cardoso, on her way to

the annual meeting of the Inter-American Development Bank (IADB) in Nagoya, Japan, criticised the suspension of a \$350m development loan for Brazil. Brazil was up to date with its repayments to international institutions, she said, and could not accept this method of applying pressure to meet its commercial debts.

"I hope this does not create a precedent," she added. It risked creating a "harmful situation" which would cast doubt on the IADB's reputation.

● Brazil is to pay off its \$280m arrears on French export credits by year-end, Ms Cardoso said. The backlog of payments to Coface, the French export credit guarantee agency, would be repaid in three instalments in April, May and June. Also, Brazil is due to pay Coface another \$120m this year, which would be honoured.

Because of this, Coface had given its backing for part of a \$126.5m financing contract signed yesterday.



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## INTERNATIONAL NEWS

## Hurd faces tough Peking session on HK airport

By John Elliott in Peking

DETAILED talks are to take place in Peking today between British and Chinese officials on financing plans for Hong Kong's proposed HK\$100bn (£12.5bn) international airport, in a last-ditch attempt to end a potentially damaging impasse on the issue, before Mr Douglas Hurd, British foreign secretary, leaves Peking tomorrow.

This emerged yesterday during a tense two-hour session between Mr Hurd and Li Peng, Peking's senior official responsible for Hong Kong, when it was believed that new financing ideas were discussed.

"It is all much clearer in their minds as well as ours as to what the real issues are, but it is still too soon to say whether there will be an agreement," said Mr Hurd, as he emerged looking tired from the day's talks.

This followed a warning issued publicly by Mr Hurd for the first time as he arrived in Peking on Tuesday night that Hong Kong would have to "shelve" the airport plan if China did not acquiesce soon.

Mr Hurd is concerned about China's attempts to force Hong Kong to scale down its plans so that its financial reserves, which currently total about HK\$73bn, are not depleted below about HK\$50bn.

After talking to Hong Kong's executive council on Tuesday, Mr Hurd believes that this would establish a precedent for China to exercise too much political control over Hong Kong before it takes the colony back in 1997.

It appears that the aim of today's talks between officials is to try to find a formula for the financing that would be acceptable to China, without setting such a precedent.

China's insistence on having a greater say in Hong Kong's affairs in the run-up to 1997



Douglas Hurd with Qian Qichen, his Chinese counterpart

was spelt out in a public statement yesterday morning by Qian Qichen, China's foreign minister, just before he met Mr Hurd.

He said that there was a need for "full common understanding" on issues that affected the transfer of sovereignty. China had no intention of "intervening in the daily

administration of Hong Kong" before 1997 and it planned "no such thing as condominium, control or veto".

However, this statement dodges the central issue, demonstrated by the airport impasse, that China can exercise great influence, and a de facto veto, by merely questioning and criticising plans.

## Relief agencies assess scale of Iraq exodus

By William Dullforce in Geneva

KURDISH refugees are being allowed into Turkey at the rate of about 1,000 a day while between 30,000 and 40,000 are waiting at the border, the United Nations Disaster Relief Organisation (UNDRO) said yesterday.

Some 10,000 are currently being looked after in camps inside Turkey.

Several thousand Iraqis, mostly Kurds, are crossing daily into Iran, where 70,000 are already living in camps, Mr Ferdinand Mayhofer, UNDRO director, said.

However, several non-governmental international relief agencies such as Oxfam and Save the Children Fund said they could only provide practical assistance if the Turkish and other neighbouring governments co-operated and fully opened their borders to let the refugees in or allowed relief workers to operate in their territory.

UN agencies said they urgently needed international help to put into effect a contingency plan to aid 100,000 refugees in each country.

Under which have been co-ordinating the UN relief effort in the area since the start of the Gulf crisis, will today launch a new appeal for funds. A \$175m (£98m) budget has been set for the UN contingency plan, of which \$38m has so far been received and spent.

Mr Mayhofer said the figure of 30,000-40,000 Kurds waiting at the border came from Turkish authorities. It is much lower than the 200,000 estimated by the Ankara office of the UN High Commissioner for Refugees (UNHCR) on Tuesday.

The official Iranian news agency reported that more than 1m refugees from Iraqi Kurdistan had fled to the Iranian border. It said 20,000 had entered Iran overnight at the Savadkhor border point and a further 3,500 had crossed near Piranshahr.

Thousands more were on their way from Sulaymaniyah, captured by Iraqi troops on Wednesday, and from Kirkuk and other areas, the agency reported. Many children had starved to death on the trek and many more were near

death from cold and starvation, it added.

Confusion reigned about the size of the exodus and about the situation in northern Iraq yesterday, at the UN agencies in Geneva, and the headquarters of the Swiss-administered International Committee of the Red Cross (ICRC).

The ICRC is working inside Iraq while UN agencies can only bring relief to people fleeing Iraq, unless they are invited by Baghdad to help inside the country.

An inter-agency team from the UNHCR, the United Nations Development Programme and UNICEF, the children's agency, was being sent from Ankara to Turkey's border to assess the situation, a UNHCR spokesman said.

In favour of the Kurds even if this meant breaking ranks with the international community, Mr Dumas said: "The law is one thing, but the safeguard of a population is another, quite as precious, to which humanity cannot be indifferent."

Yesterday he went one step further, and indicated that the French government would engage in a process of "reflection" on the possibility of incorporating the notion of a "duty of interference" in international law.

In testimony to the Senate foreign affairs committee, he said that the government might submit proposals to the international community. He did not disguise the juridical difficulties involved in such a change in international law.

in purification equipment and chemicals to hospitals and the most vulnerable areas. It has managed to get "a small part" of the Baghdad water system functioning.

At the beginning of the year ICRC appealed for \$574m (£68m) from donor countries to meet its relief efforts in Iraq and neighbouring countries and the costs of looking after prisoners of war. About half has been covered.

Last week the League of Red Cross and Red Crescent societies launched an urgent appeal for \$530.7m to meet the relief and rehabilitation requirements of some 500,000 Iraqis lacking food and other necessities. The request for assistance had come from the Iraqi Red Crescent society.

Oxfam said yesterday it was willing to supply the contents of its emergency stores - shelter units, blankets and water equipment - to the agencies on the ground, providing relief in Turkey and Iran (UNHCR, Turkish Red Crescent, Iranian Red Crescent).

But the organisation stressed that access was extremely difficult because of the terrain, weather and military constraints.

It was up to the UN to assume responsibility for co-ordinating a relief operation through its specialised bodies in co-operation with governments and relief agencies.

## Contractors see end to wrangle over stalled projects

By Andrew Baxter

CONTRACTORS and banks involved in a multi-billion dollar wrangle over stalled projects in Iraq expressed cautious optimism yesterday that an end to the dispute may be in sight.

Tucked away in the 3,700-word Security Council resolution on sanctions for a permanent ceasefire in the Gulf war is a short paragraph that holds the key to a solution for the complex issue of performance bonds on Iraqi contracts.

The bonds are common practice in the Middle East, and typically involve up to 10 per cent of the value of a contract.

They are lodged with banks in the customer's country, and in many cases can be called on demand by the customer without the need for proof that the contract has been broken.

The imposition of sanctions froze the process under which the Rafidain Bank in Iraq could make a counter-

claim against a western bank in the event that a bond was called, but contractors have been worried that their Iraqi clients would launch an avalanche of claims once sanctions were lifted.

The clause in the UN resolution says all states, including Iraq, shall "take the necessary measures" to ensure that no claims are made in connection with any contract or other transaction whose performance was affected by sanctions.

UK contractors have been particularly concerned by this possibility, because of a system of indemnities held against them by the UK banks which counter-guaranteed Rafidain Bank.

Mr Nigel Alington of Hogg Insurance Brokers, who has been co-ordinating UK contractors' response to the threat, said the adoption of the resolution should make it easier for the

UK to introduce legislation to ban payment on the bonds.

However, the reduced risk would increase the pressure on the UK banks to release the contractors from the counter-indemnities, he said. Because these count as borrowing, smaller exporters in particular have been prevented from replacing the business lost in Iraq.

Several problems remain before the issue can finally be resolved. Iraq has to accept the resolution, and one contractor closely involved in talks with the UK government expressed unease about the position of Yemen, which abstained from voting on the Security Council resolution.

The contractor was concerned that Iraq could make an order in its own courts in favour of the contract client and then freeze the assets - in Yemen or another third country - of the western bank guaranteeing

the bond.

Consequently, bankers will be watching to see how widely accepted the resolution becomes, said Mr Bob Blower of the British Bankers Association. He added that adoption of the resolution was an "extremely good first step," although significant technical problems remained.

Some contractors have been upset by the apparent slowness of the UK Department of Industry to produce proposals that would ensure the performance bonds would not be called after sanctions were lifted. But Mr Alington pointed out that it was the British government that put the clause into the resolution in the first place.

Yesterday, the DTI said it was pleased there had been a multilateral approach to the problem, and it would now begin to consult widely on the next steps.

## Buildings attacked in Auckland demo

By Terry Hall in Wellington

ABOUT 100,000 people took part in angry anti-government demonstrations in New Zealand yesterday in what police said was the nastiest protest since the 1981 Springbok tour, which divided the country under the previous National government.

Unemployed people attacked buildings in Auckland, and unionists burned effigies of the government in the city. A planned week of demonstrations. Some 50,000 teachers went on strike nationwide yesterday.

Protest has been mounting steadily since the National Government of Jim Bolger roundly defeated Labour in November, and stepped up a campaign for the general election for the quarter of December was 6.9 per cent but economists said the underlying rate, as measured in last month's gross domestic product data was closer to 5 per cent.

The main target of yesterday's protests was the government's proposed Employment Contracts Bill which aims at bringing greater flexibility to the work force in a series of measures which undo much of the labour relations laws drafted over the past century.

The controversial bill abolishes compulsory unionism, wipes out national awards, and requires employers and workers to forge individual or collective contracts with a bargaining agent, not necessarily a union, of their choice.

However, thousands of unemployed and social welfare beneficiaries protested at sweeping welfare benefit cuts.

These cuts flesh all benefits in what was once regarded as the model welfare state. For example, married sickness and unemployment beneficiaries with one child receive NZ\$28 a week. There is also a 26-week stand-down without benefit for unemployed people who refuse

jobs and redundancy pay is calculated into benefit calculations.

Critics say the dose cuts make it impossible for many to cope. But the government says the sharp cuts are necessary to stamp out dole abuse, because the country can no longer afford the cost, and to force people to find work.

Although the proposed Bill has the support of the employer's federation, most major employers are opposed. They argue that it will make their work places unruly, with highly skilled workers who cannot easily be replaced forming small elite unions of less than ten people, who can demand individual contracts to the detriment of the company.

They want a continuation of the status quo of dealing with major unions.

Critics say the steps are meant to force New Zealand into a low-wage economy at a

time of recession and unemployment when employers are laying off the upper hand, and the unions have shown a considerable flexibility to save jobs over the past three years.

They point out that the Minister of Finance, Mr Ruth Richardson, has spoken of the need for a low-wage economy.

On television last night, the architect of the Bill, Labour Minister Bill English, acknowledged for the first time that he agreed with Mr Richardson's views, although he argued that sweeping labour market reforms were essential building-blocks towards a healthier economy and to bring productivity and growth.

Mr Birch said the teachers, in a national strike action, have been misled by their union leaders, but their spokespeople said their protests will continue because the Government's real agenda is to slash education spending.

## Democracy group launched in Indonesia

By Claire Bolderson in Jakarta

LEADING members of Indonesia's religious, cultural and intellectual communities are launching a movement to push for greater democracy in Indonesia.

The group, called Forum for Democracy, is made up of 45 prominent Indonesians under the chairmanship of Mr Adharmachman Wahid, who also heads Indonesia's biggest Moslem organisation.

Mr Wahid was quoted in the Indonesian press as saying that the group will be an educational forum aimed at nurturing political and cultural consciousness among the Indonesian public.

He said the movement was created because of "concern about political development in the country lately which tends to be divisive with each social group thinking in terms of its own interests."

While Indonesia had observed democratic procedures "the spirit of democracy is still missing," Mr Wahid said.

Mr Aristides Katoppo, another member of the forum and a senior editor of one of Indonesia's leading newspapers, said that the movement, formed one year before Indonesia's next general election, would act as a channel for discussion and comment and for the freedom of expression.

The group "is not meant to be something hostile to the government but wants to provide independent views, not dictated from the executive."

Indonesia practices what it calls "Pancasila Democracy" which is based on national ideology and emphasises consensus and unity.

But critics say the system is rigidly controlled and authoritarian. Opposition or dissent has met with harsh measures from the authorities and the press is highly restricted.

In the past, there have been calls for greater democracy from dissident figures and from groups of students, but their position on the fringes of society, or "outside the system", as officials often refer to them, meant they were easily dismissed by the Indonesian authorities.

Observers say, however, that Forum for Democracy, most of whose members are part of the existing system and of established society, are likely to prove a much stronger voice in favour of democratic change in Indonesia.

## Campaign goes astray in Tokyo

Ian Rodger reports on a sudden raising of the election stakes

THE campaign to elect a new governor of Tokyo got off to an amusing start a few weeks ago with a television personality and a former wrestler, among others, taking on the 80-year-old incumbent.

Since then, the campaign has become deadly serious, with national, not merely local, significance, the future of the cabinet of Mr Toshiki Kaifu could now depend on the outcome of the April 7 vote, and the prospects for the prime minister look poor.

How this sudden raising of the stakes has come about takes some explaining. The Gulf war was one key factor and the Japanese insistence on respecting the elderly was another.

In the run-up to the campaign, it was generally expected that Mr Shunichi Suzuki, who has enjoyed support from all main parties during his 12 years in office, would again win endorsement from most parties and be an easy victor.

In the event, one of the minor opposition parties, the Buddhist-based Komeito, decided that some of the metropolitan government's recent architectural extravaganzas, including a spectacular new ¥145bn (\$10bn) city hall and a gorgeous concert hall, were well beyond what the taxpayers would appreciate.

In normal times, that would not have made any difference. Komeito (otherwise known,

euphemistically, as the clean government party) is not a major political force in the land, or even in Tokyo. However, there are not normal times.

The party's importance in national affairs rose suddenly early this year when the ruling Liberal Democratic Party (LDP) decided to contribute \$8m to the multinational forces in the Gulf, an action requiring parliamentary legislation, itself tricky because the LDP lost its majority in the upper house in 1989.

The obvious, instant solution was to enlist the support of Komeito, which has enough seats in the upper house to enable the government to carry the day. Komeito officials, not innocent in the Japanese political art of horse-trading, named their price - that the LDP drop its backing in the Tokyo election for Mr Suzuki.

Mr Ichiro Ozawa, the LDP's tough, young secretary general, humbly told Mr Suzuki he was not wanted, and agreed to put the LDP's muscle behind the candidate preferred by Komeito, Mr Hisanori Isonuma, a distinguished television news personality.

However, the LDP's Tokyo branch was deeply offended by this rough handling of the governor, not least because it insulted an older man, which is not in the Japanese confucian tradition. What had initially seemed a close run race between Mr Suzuki and Mr Iso-

mura was transformed by the sympathy bandwagon behind the incumbent to the point that he is now expected to win. A defeat would be mildly embarrassing for Mr Isonuma, although it is now widely believed that the LDP will reward him for his troubles by making him ambassador to Paris.

But it would be a setback for the ambitious Mr Ozawa, who orchestrated the whole scheme. As it would be his second upset in six months - he failed last year to pass legislation enabling the government to send troops to the Gulf - he would have little choice but to offer his resignation.

LDP members say the prime minister would almost certainly ask Mr Ozawa to stay on, since Mr Kaifu's administration is heavily dependent on the secretary general. If he let Mr Ozawa go then he would soon face pressure to quit himself. Also, internationally-minded LDP MPs respect Mr Ozawa's efforts to rally party support for the Gulf financial package. They recognise that the secretary general acted in what he saw as Japan's best interests.

However, even if both Mr Ozawa and Mr Kaifu survive the crisis, they will face increasing pressure from rivals for high office. With only five months to go before the end of Mr Kaifu's term as LDP president (and hence prime minister), other would-be leaders are

beginning to stir themselves.

As a compromise leader with a minimal power base, Mr Kaifu's survival in office is the result of the party's inability to find a way to replace him. Until now, all its senior leaders were still tainted by association with the Recruit bribery scandal, but they were powerful enough to prevent younger men from getting in. Today, while the Recruit scandal may not be forgotten, these senior faction leaders - men like Mr Noboru Takeshita, the former prime minister and Mr Kiichi Miyazawa, the former finance minister - sense that the time may be right for a comeback.

For one thing, the opposition parties have become less effective - mainly because of their dithering on the Gulf crisis. Also, the prestige of the ultimate LDP power broker, Mr Shin Kanemaru, was tarnished two months ago when his personally-selected candidate for governor in his own prefecture was defeated. Mr Kanemaru has godfather-like, dominant decision-making in the party for the last year and has made no secret of his wish to see the Takeshita generation of forgotten and new leaders, such as Mr Ozawa, brought forward.

It is still too early to forecast how things will work out, and all the indications are that the LDP leaders themselves are still feeling their way. Among the noteworthy events of the past few weeks was a dinner meeting between Mr Takeshita



Ichiro Ozawa: setback for an ambitious man

and Mr Miyazawa on January 4. Mr Miyazawa was then seen last Saturday dining with Mr Ozawa, and on Monday with Mr Michio Watanabe, leader of another faction. (LDP leaders tend to plot among themselves

## Seoul opposition groups to merge

By John Riddling in Seoul

MR Kim Dae Jung, leader of South Korea's largest opposition party, said yesterday his party was to merge with a dissident group in an attempt to unite opposition forces and expand the regional base of his party's support.

The new party, which will be formally launched next week, will be the New Democratic Union. Despite the dissolution of dissidents, it is expected to hold policies similar to those of the Party for Peace and Democracy, which Mr Kim currently heads.

Mr Kim and Ms Lee Woo Joong, leader of the dissident-backed Party for New Democracy, formed the end of last month, said the aim of the new party, was "to thwart the ruling Democratic Liberal Party's plot to prolong its power and to achieve a transfer of power in 1992."

Mr Kim said he was seeking to extend the geographical support of his party. Currently, the PPD, which has 70 seats in the 288-seat national assembly, has support within the Cholla region in the south-west of the country and in Seoul, which is home to many immigrants from Cholla but has little outside these areas.

Outlining a nine-point policy platform, Mr Kim said the new party would subscribe to a market economy, independent diplomacy, a neutrality in politics. The NDU would have a collective leadership, the precise form of which would be decided over the next few days.

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# Brazil to scrap import quotas for car industry

By Christina Lamb in Rio de Janeiro

BRAZIL has taken its most significant step yet towards freeing its highly protected motor industry by ending import quotas and for the first time allowing unhindered importation of foreign cars.

Such imports were allowed for the first time last July, but until yesterday, only those makers based in Brazil or who had an agency there could import cars. The limit then fixed was 10 per cent of Brazil's total imports, a quota set at \$2.1bn by the Economy Ministry last year. Vehicles could be imported only from the home country of the manufacturing company.

All these limits have now been scrapped under Brazil's trade liberalisation process, begun last July. "Now we can really say car imports have been liberated," Mr Roberto Lima, president of the Brazilian Association of Vehicle Importers, said.

It is unlikely Brazil will now see an explosion of car imports. Duties remain high at 60 per cent, and sales and state taxes are among the world's highest. Brazil's Association of Vehicle Producers estimates these costs add a 300-400 per cent premium to imported cars.

Under the liberalisation programme, duties are planned to fall to 50 per cent next year and 40 per cent in 1993. Importers also need a licence from the Environmental Protection Agency to ensure

pollution control.

Since the liberalisation programme was launched, the only significant import has been that of Soviet-made Ladas, now the cheapest car available in Brazil. The government has ignored producers' claims that to achieve this price, Lada must be dumping.

Volvo and Jaguar are expected to begin exporting luxury cars to Brazil for upper-range consumers, while Suzuki and Land Rover also have plans to move into the market.

Brazil's car producers view with distaste these developments, complaining that their ability to compete is being hindered by restrictions on the import of components.

But the Colcor government, locked into a battle to destroy Brazil's powerful cartels and cut inflation, has little sympathy for the car makers, whom it regards as a bastion of protectionism.

Since the 1950s, car makers have been protected by import bans and high tariffs. Three companies, Autolatina, the holding company for Ford and Volkswagen, General Motors and Fiat, account for 98 per cent of domestic sales.

The vehicle makers remain one of Brazil's biggest employers, but how far their lobbying strength has slipped was shown recently by the government's refusal to slow the tariff reduction timetable in response to threats of huge layoffs by Autolatina.

# Asean neighbours attracted by 'growth triangle'

Peter Montagnon and Paul Taylor on an experiment to stimulate regional economic co-operation

LITTLE more than a year after the go-ahead was given, the first manufactured goods are now leaving the Singapore-based industrial park hacked out of the jungle on the nearby Indonesian island of Batam.

The speed with which factories have been erected is testimony to the enthusiasm with which Singapore and its neighbouring countries have embraced a new spirit of triangular economic co-operation.

The so-called "growth triangle" links Singapore to the south Malaysian state of Johor and to Indonesia's neighbouring Riau islands. In concept it is similar to the development of the Shenzhen special economic zone in southern China.

The triangle provides for the rapidly increasing regional investment flows as industries move in search of the cheapest production locations.

But in the longer term it may also help break down broader barriers to trade in goods and services within a region where governments traditionally prefer to think of themselves as competing rather than trading with their neighbours.

"It's an indication of what can be done," says Mr Lee Haien Loong, Singapore's trade and industry minister. "It's changed the mood from one of looking not only at markets in the developed countries but also at what is happening in the region."

Visiting Batam today, one might be forgiven for thinking that this was something of an overstatement. With its tiny

harbour and single petrol station, it is a world apart from the gleaming skyscrapers of Singapore.

Yet the first 100 hectare phase of the industrial park is fully reserved by a total of nearly 40 companies. Officials talk confidently of employment there rising to 20,000 by the end of the year, and the concept of growth triangles is spreading. Malaysia is considering a similar arrangement linking Penang to northern Indonesia and southern Thailand.

Establishing the industrial park was a challenge for Batamindo, the joint venture between Indonesia's Salim Group and two government-controlled Singapore companies, Jurong Environmental Engineering and Singapore Technologies.

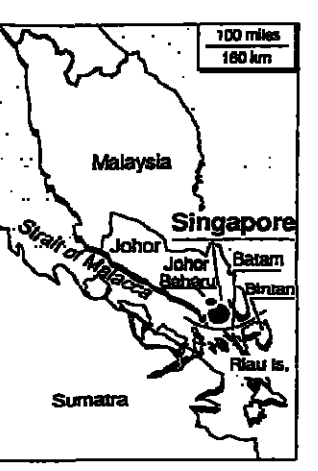
Batamindo has had to provide not only water and power for the site. It has also erected a microwave transmitter that can plug into Singapore's telecommunications network.

According to Ms Tan Bee Kim, a Batamindo marketing executive, it is now in a position to offer a complete package to foreign investors, providing them with both a factory and staff.

"We take care of all the red tape," she says. A foreign investor using the park is spared the need to make its

own land lease deal under Indonesia's complicated law. Batamindo also procures the permits under which foreign investors benefit from a special concession allowing 100 per cent ownership of its Batam operation for the first five years.

Imported inputs receive duty free access to Indonesia, while finished products benefit from the duty exemptions in the industrialised countries under the Generalised Scheme of Preferences. The factory rental cost is roughly the same as that in Singapore, but wages on Batam are a quarter of those in Singapore and a tenth of those in Japan.



So far two companies have established themselves in the park. Sumitomo Electric Industries, which assembles wire harnesses there for installation in Toyota cars, and Thomson Consumer Electronics, which makes parts for television sets and video recorders.

According to Mr J Kiriama of Sumitomo the advantages are offset at least partially by the time it takes to ship products out. Toyota may abruptly change the required specifications during the six weeks the harnesses are en route for Tokyo, necessitating expensive modifications on arrival there.

Some Japanese and US business electronics executives say Batam's attractions are still limited compared with other low-wage centres like Bangkok. There is no housing for management, few recreational facilities, and there are still problems routing international telecommunications through Singapore rather than Jakarta.

Their conclusion is that for the time being Batam is suitable only for very low-technology assembly. Those wishing to undertake more sophisticated processes may need to wait a couple of years while remaining infrastructure problems such as telecommunications are ironed out.

Singaporean officials believe they will eventually attract the necessary critical mass of foreign investors. They say they have convinced their Indonesian and Malaysian counterparts that the triangle holds benefits to all, and is not just a question of Singapore extending its economic muscle.

For Singapore, one of the tangible benefits - apart from easing the strain on its labour market - is the opportunity eventually to secure an alternative supply of piped drinking water from Indonesia which will lessen its dependence on Johor. Less tangible, though nonetheless important, is the notion that the door is being opened for broader regional economic co-operation.

So far a formal memorandum of understanding on the operation of the triangle exists only between Indonesia and Singapore. Day-to-day co-operation with Malaysia remains good, however, and economic ties with Johor are already close as many Singapore-based companies have already established plants there.

The weakest link is between Malaysia and Indonesia. According to one stockbroker in Singapore who has followed the development closely, this is the big political question mark. Even the sceptics concede, however, that the triangle marks the start of a process that could eventually make for regional economic integration on a much larger scale.



Mr Robert Mosbacher, hoping for a stroke of trade good luck.

# Mosbacher launches test of Japan trade 'openness'

By Robert Thomson in Tokyo

PAINTING in one eye of a Japanese daruma good-luck doll, Mr Robert Mosbacher, US commerce secretary, yesterday celebrated the launch of a programme intended to test Japan's openness by guiding a select group of 20 US companies into the local market.

Mr Mosbacher's visit is aimed at boosting US exports to Japan. The programme has been criticised in the US press for giving a few companies preferential treatment.

Japanese tradition says the daruma's other eye is to be painted in when an ambition is fulfilled. Mr Mosbacher suggested that a traditional US standard would be used to determine when he should complete the artwork: "To use a cross American term, when the cash register rings in a big way."

Companies selected for the Japan Corporate Programme are intended to represent a cross-section of corporate America, and the Japanese government considers the initiative could have an important, longer-term influence on Washington's attitude to trade disputes.

Each of the 20 companies has

given a five-year commitment to make four visits to Japan each year, to publish product literature in Japanese, and take part in at least one trade promotion event annually.

The US department will monitor the companies' progress, and intends to compile weekly reports on their contacts with Japanese officials and businesses. Eventually, the companies' experiences will be documented as "success or failure" case studies in the Japanese market.

Japan's Ministry of International Trade and Industry (MITI) believes the scheme has long-term political significance, given the Commerce Department's active role in most trade disputes.

Efforts will be made to ensure the 20 companies develop favourable opinions about Japan.

But Mr Eichi Nakao, Japan's trade minister, stressed last night that services provided to the participants would be available to all US companies.

"This is an extremely constructive project. I am sure these companies will achieve a great success in this market."

# Philips develops light bulb to last for 15 years

PHILIPS, the Dutch electronics group, has developed a new lighting system it describes as a breakthrough like the invention of the incandescent light bulb 100 years ago, Robert van de Krol reports from Amsterdam.

The company said the new type of lamp, based on the principle of induction lighting, would have an exceptionally long life and high energy efficiency, making it useful where maintenance is costly or difficult. In tunnels, for example, the new lights would need replacing once every 15 years, an advantage outweighing their higher price.

Products based on Philips' new lighting system will be launched in Europe in September. The light will be formally unveiled on May 16. The new light, to be sold under the name of Induction Lighting, contains no filaments or electrodes.

# Third successive year of growth for shipbuilders

THE world shipbuilding industry recorded a third successive year of growth in 1990, with the number of merchant vessel completions rising by 79 to 1,672, Lloyd's Register of Shipping said yesterday. Richard Tomkins writes. Gross tonnage completed was 15.5m gross tonnes (grt), up from 14.2m grt in 1989, and the highest since 1986.

The revival reflects the ageing of the world merchant fleet rather than shortage of capacity. After a time when depressed freight rates discouraged owners adding to fleets, some ships have become so old that the cost of replacing them is justified by the increased efficiency of new vessels.

The upturn seems set to continue. Despite a dip in new orders towards the end of the year, caused by the Gulf war, total tonnage of vessels ordered in 1990 - 24.1m grt - was the highest since 1974.



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## UK NEWS

## Bow Group seeks veto on European federalism

TWO senior members of Britain's Bow Group, which is fighting to preserve national sovereignty in the European Community, have launched a proposal aimed at preventing "creeping federalism" in the continent, writes Ivor Owen.

A paper published today by the group, which has been linked in the past to policy-making in the Conservative party, calls for national parliaments of the 12 member states to have the power to veto any attempt to invoke the provision in the Treaty of Rome designed to extend the competence of the EC into new areas.

The authors, Mr Anthony Tinsdale, a former adviser to Sir Geoffrey Howe when he was foreign secretary, and Mr Quentin Huxham, a political assistant at the European Parliament, argue that the introduction of the veto would ally the anxieties over the federalist tendencies of the EC.

In the paper, entitled National Parliaments and the European Parliament, they claim that conferring a power of veto on national parliaments would provide an important "long-stop" for those who believe that the jurisdiction of the EC should be more clearly defined.

In addition it would bolster the operation of the "subsidiarity" principle intended to ensure that policy areas best handled by national governments are not brought under the EC umbrella.

The authors also back the British government's objectives in seeking to strengthen existing budgetary control in the community to counter complaints that the Court of Auditors, which scrutinises how the EC spends taxpayers' money, is not strong enough.

Their paper advocates new procedures to involve national parliaments more closely in scrutinising the raising and spending of EC revenue.

Institutional reform is, meanwhile, on the agenda for next Monday's meeting in Luxembourg of the EC heads of government.

© National Parliaments and the European Parliament: to improve democratic accountability in the EC. A Bow Group memorandum.

## TRAVEL INDUSTRY

## Tour operator collapses as recession hits bookings

By David Churchill, Leisure Industries Correspondent

THE crisis in the British travel industry took a new twist yesterday when the one of the country's longest-established tour operators, Hickie Borman Grant, went into administrative receivership.

The company, founded 162 years ago, provided specialist holidays in the US and Canada. Only 120 holidaymakers were abroad yesterday when the company folded and all will be able to complete their holiday as planned.

A further 240 customers who had booked with the company will get their money back from the bond lodged with the Association of British Travel Agents (Abta).

Hickie Borman was chaired by Mr Vladimir Raitz, generally credited with creating the modern concept of a package holiday.

In 1929 he hired an ageing Dakota aircraft to take a group of Britons on an all-inclusive holiday to Corsica for £22.50 a head.

The company blamed a lack of cash flow as a result of the Gulf war affecting bookings.

Ferguson AGB, part of Maxwell Communication Corporation, has a 540,000 minority investment in the company but said yesterday it had no active involvement with Hickie Borman and was not involved in its collapse.

Midland Bank, Hickie Borman's bankers, said last night that it had been asked by the company to appoint an administrative receiver as soon as possible.

Hickie Borman's collapse is likely to be the first of many small specialist tour companies and travel agents forced out of business in the coming months as a consequence of the recession and slump in bookings caused by the Gulf war.

Although sales have recovered since the war ended, they are still expected to be some 20 per cent down in volume this year in comparison with 1990.

Most of the companies going out of business will be covered by an Abta bonding arrangement since they involve charter air travel. However, the cost of any holidays involving rail, coach and ferry travel

which are not bonded will have to be met from Abta's own reserves.

Abta has asked the government to impose a consumer levy on all package holidays this year to cover the liability for these holidays. The Department of Trade and Industry said last night that it was considering Abta's request for a levy.

Hickie Borman Grant, founded in 1839, is not Britain's oldest travel company. Cox & Kings, which specialises in long-haul holidays to India, was founded in 1758. Thomas Cook, one of the UK's largest travel agencies, was founded in 1841.

Partners in the Leeds office of Ernst & Young are expected to be appointed today as receivers of Adventure Travel International, the school tours operator which ceased trading last week.

Mr Alan Bowen, Abta's head of legal services, yesterday inspected Abta's records in Shipley, West Yorkshire, to discover what refunds will be due to its customers.

## Disharmony breaks into bland world of canned music industry

By Raymond Snoddy

A DISCORDANT note has been struck in the harmonious world of background music.

A new British company, International Music Services, has been set up to challenge the existing players in the \$200m a year business of relaying non-vocal versions of such classics as The A Yellow Ribbon on the Old Oak Tree and Raindrops Keep Falling On My Head to restaurants, hotels and shops worldwide.

"It's not great art but it's a very good business," says Mr Julian Huckin, chief executive of IMS which will be competing against the giants of the background music business such as Musak of the US and Rediffusion Music of the UK, the BBT subsidiary. Other players include Audio Environment

Inc, 3M the tape company and Philips the Dutch consumer electronics company.

In the UK alone, Mr Huckin believes, as many as 50 companies provide sweet sounding, unobtrusive middle of the road music on never ending tapes.

The music offered by different companies isn't all that different. Competition rests in the cost of securing music rights and supplying equipment.

"Like much of the rental business the margins are good," said Mr Huckin, a former export manager of Rediffusion Music.

IMS says it already represents 43,000 music clients around the world. Mr Huckin said shareholders included former overseas agents of Rediffusion. "The pri-

cipal policies of other international major corporations such as Musak and Rediffusion have reduced the ability of overseas agents to compete effectively in their national markets," he added.

Rediffusion Music, however, insisted that it had continuing contracts and good relations with clients in all the major European countries.

Mr Chris Ring, managing director of Rediffusion Music also expressed scepticism about IMS claim that it already had 43,000 clients.

"It's taken Rediffusion since 1957 to reach 45,000 clients worldwide," he said.

Whoever provides the cost of canned music doesn't seem very high - at least in financial terms.

## BRITAIN IN BRIEF



## Economists pessimistic on economy

Pessimism among private-sector economists about the outlook for the UK economy this year has increased in the past month, according to a poll of independent forecasts compiled by the Treasury.

The average forecast in March among 26 City institutions and commercial groups was for UK output to drop by 1.1 per cent in 1991.

In February, the same forecasters had said output would fall by 0.6 per cent.

Unemployment is expected to reach 2.4m, a rise of nearly 500,000, by the end of the year, according to latest poll. In February, the economists were predicting unemployment would reach 2.31m.

However, they believe a recovery will start in 1991 and that output will grow by 2.1 per cent next year.

## Computers stolen to order

Computers, photocopiers, printers and other large items of office equipment are being stolen to order and re-sold as bankrupt stock, according to police.

The systematic robbery, usually from small businesses, has been identified by the West Yorkshire force, which has made a computer analysis of patterns of crime in Bradford, northern England.

They found that £15.7m of expensive electronic capital items were stolen from offices in the city last year.

Burglaries took place overnight or at weekends by gangs posing as movers or service company personnel.

The "market" is relatively new, following the office machinery revolution and the spread of personal computing. Previously, many small businesses with low-value equipment were not worth stealing from on an organised scale.

Police are now studying classified advertisements in local newspapers nationwide for offers of cheap office equipment in general and computers, photocopiers and printers in particular.

## United Airlines inaugurates flights to Heathrow



A United Airlines Boeing 747 from Washington DC touches down (above) at Heathrow early yesterday morning, the first UAL flight into the airport since it took over routes from ailing Pan Am as part of a route-swapping accord. The flight carried company chairman Stephen Wolf, who said he is renegotiating United's marketing agreement with British Airways on the routes where the two airlines are now competing.

## Barbican arts funding rises

The future of the Barbican arts centre in the City of London has been assured as the Corporation of London has agreed to increase its funding for the two resident companies, the Royal Shakespeare Company and the London Symphony Orchestra.

For each of the next three years the RSC will receive £1.36m, and a further £303,340 has been added to the grant for the LSO, bringing the City's support for its resident orchestras to £1,048,000, which matches Arts Council support.

## BR challenged on services cut

British Rail faces a challenge over its right to impose further cuts in loss-making regional passenger train services with the introduction of its summer timetable in July.

The Central Transport Consultative Committee, a statutory watchdog representing rail passengers, has written to the Department of Transport suggesting that the cuts could be in breach of a ministerial direction.

The direction requires BR to provide a service "comparable generally" with that operating at the time the decision was made. Planned cuts in BR's Regional Railways sector will leave services on 37 per cent of routes below that of 1988, the CTCOC says.

## Thailand boycott urged

Holidaymakers have been urged to boycott Thailand until it ends an illegal trade in wildlife which threatens some of the world's rarest species.

The World Wide Fund for Nature is also writing to UK Environment Secretary Michael Heseltine asking him



to ban wildlife products imported from Thailand, such as lizard-skin handbags.

Rhinos, Asian elephants, tigers and hyacinth macaws are among species threatened because Thailand flouts the Convention on International Trade in Endangered Species, it claims.

"Thailand is probably the worst country in the world for the illegal trade in endangered wildlife," said Simon Lyster, the Fund's senior conservation officer.

## £7m drug haul found on ship

A number of men have been arrested after Customs officers seized cocaine with a street value of £7m from a Philippine ship at a Humber port.

Seventy kilos of the drug, a record haul in the north-east, were found during a routine search after the carrier Clipper Alliance arrived at Immingham docks on Tuesday from Colombia via Texas.

Customs officers are continuing to search the ship.

## Fifth of shops record losses

Almost one in five of the UK's top 600 retailers recorded losses last year, confirming just how tough trading conditions have become.

According to the Corporate Intelligence Group's latest Retail Rankings report, 108 retailers traded at a loss last year compared with 69 the year before.

Clothing stores have been particularly badly hit and account for almost a quarter of last year's loss-making companies.

## 'Oak' title flops

The title for the lordship of the manor of Boscombe in Dorsetshire covering the historic oak tree where Charles II hid during the Civil War has remained unsold at an auction, despite a bid of £40,000.

## EUROPEAN PERSPECTIVE

## A major study of the attitudes and investment practices of continental European investors

European Perspective examines the ownership patterns, portfolio allocation and communication preferences of over 100 professional investors in Switzerland, France, Germany, Belgium, the Netherlands and Italy.

The findings will be of particular relevance to anyone involved in communication with institutional investors in the financial centres surveyed or in assessing trends in the European fund management industry.

With a particular emphasis on attitudes toward the UK, the study details the different attitudes and procedures for each of the countries surveyed and will help companies to answer the following questions:

- Where are the best opportunities for expanding a shareholder base in continental Europe?
- Which themes and messages are appropriate for reaching institutional investors in different financial centres?
- How valuable are third-parties and different media publications in communicating with potential investors?
- How much do overseas listings encourage holdings by European investors?
- How do investment attitudes and approaches vary within continental Europe?
- What percentages of portfolios of institutions in each of these financial centres is allocated to each of the world's financial centres?

European Perspective was commissioned by Makinson Cowell, the London-based investor relations consultancy, and the Financial Times.

For a brochure on European Perspective outlining the contents of the study in more detail please call the Financial Times Market Research in London on (071) 873 3581, or fax your request on (071) 873 3065.

## Imports take king coal's crown

The gritty pithead culture that embraced the Welsh valleys is being replaced by new service industries, writes Anthony Moreton

TEN years ago it was an accepted cliché that Wales was a land of song, rugby and coal. Today, while the nation's singing may remain unchanged, the rugby has gone off and large-scale coal mining has all but disappeared.

Cheap imports from South Africa, Vietnam, Colombia, the US and China have been its undoing. The 2.6m tonnes produced by Penallta, Taff Merthyr and Tŷnewydd, all in the industrial valleys north of Cardiff, go almost entirely to a single power station - Aberthaw, on the coast west of Cardiff. Their future hangs on buying decisions taken by the recently privatised power generation industry.

With the closure of the Deep Navigation pit in Merthyr Tydfil at the end of March and the announcement that Penallta in nearby Ystrad Mynach is to shut this autumn, another 800 men will lose their jobs in a part of South Wales where unemployment among men is running at around 16 per cent.

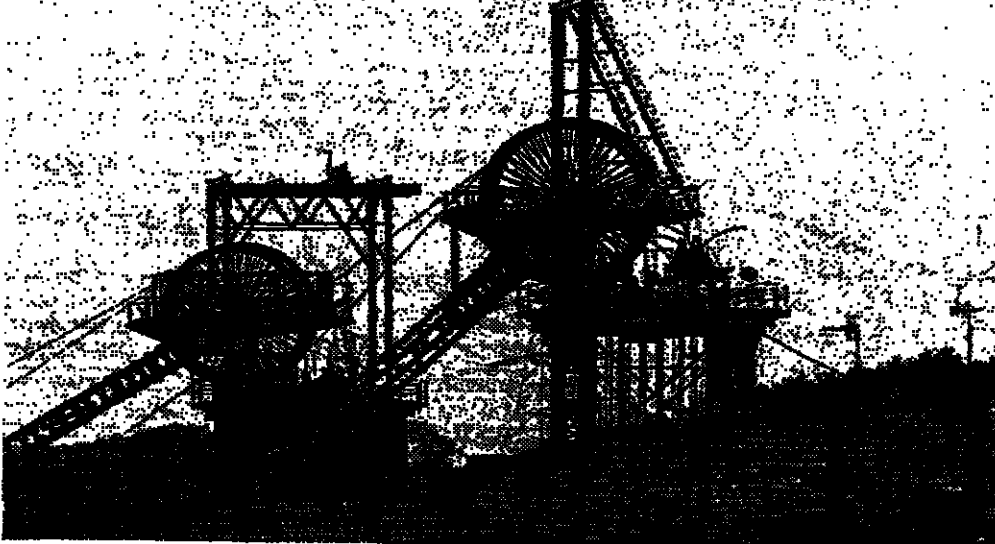
When Penallta shuts, only three deep-mine pits will remain in South Wales along with one more survivor, outside Wrexham, north Wales.

That leaves only 1,000 men in an industry that employed over a quarter of a million at the turn of the century. The industry is now unconvulsively: it is possible to envisage South Wales without coal.

Betws, above Swansea, one of the remaining three deep-mine pits, which produces anthracite, is being reduced to the status of a small mine later this year and its workforce cut to a mere 95.

If National Power decides to buy abroad then Taff Merthyr, in Merthyr Tydfil itself, and Tŷnewydd, between Aberdare and the Rhondda, will be in serious trouble.

Today's output of under 8m tonnes from the south Wales coalfield is puny compared with its 1913 production of 56.83m tonnes. Then, Cardiff alone exported 15m tonnes and the other ports along the coast also handled enormous



Pithead winding gear dominates the village of Abercynon, south Wales. It could become little more than a museum piece if the country's coal industry continues to decline.

amounts for the boilers of the world.

There were 66 pits in the Rhondda, one of more than a dozen valleys that bisect the region. Merthyr, once ringed with pits supplying its iron works, is now surrounded by small advance factories put up by the Welsh Development Agency to attract new industry.

Cheap imports may have been the final agent of destruction for the coalfields, but the fundamental cause is the difficult geological structure in the steep-sided Welsh valleys.

As the pits have aged - Deep Navigation was sunk in 1873 - and the seams have become increasingly located further from the pit head, they have become more and more difficult to work. Seams wander up and down following the contours of the land, whereas in the east Midlands and Yorkshire they lie flat.

In the days of pick and shovel this may not have mattered, but to a mechanised industry it is crucial to have an even coalface for the machinery to work efficiently.

To counter the geological problems, British Coal, the

state-owned monopoly, resorted to long-wall-retreat mining - a system by which tunnels are cut either side of the seams to the point where the coal ends and the cutting is done from the back to the front. Even this eventually defeated British Coal's engineers.

Disputes have not helped, though the coalfield has been relatively peaceful since the end, in 1985, of a year-long strike. Union opposition has, however, had one serious consequence in that it prevented an investment of £50m in one new pit that would have created 800 jobs. Opposition from Mr Arthur Scargill, general secretary of the National Union of Mineworkers, to flexible six-day working in the proposed pit led British Coal to shelve the project.

An agreement with the breakaway Union of Democratic Mineworkers came too late and, with the market for home-produced coking coal falling, it is doubtful if the corporation would now go ahead with it even though the pit's 1.2m tonne-a-year projected output was intended to counter imports.

For local men looking for work the outlook is not good despite new jobs created in the area. South Wales has attracted many newcomers such as Bosch, the German producer of alternators for the motor industry, Bluebird, the toy concern and British Airways' maintenance engineering unit.

This influx has not dried up, despite the economic recession affecting the UK. At least two big financial services groups are known to be seriously considering moving to Cardiff.

The financial services industry employs over 70,000 people in south-east Wales and the figure is expected to rise above 100,000 by the year 2000.

For the engineers, colliers, surveyors and others coming on to the job market this is small comfort. The skills required by the insurance industry do not fit easily with those of the coal mine.

Nevertheless, the valleys of south Wales have, however, adapted well to their new role. Lines such as plastic toys, office furniture, photographic products, food processing and electronics are proving that there is life after coal.



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## THE PROPERTY MARKET

## US real estate faces a long and tortuous road to recovery

By Vanessa Houlder

OVERBUILT and overborrowed, the property industry is likely to miss out on the promised US economic revival. Empty office blocks, falling prices and weakened banks threaten to be a continuing legacy of the downturn which started in New York and New England two years ago and rumbled through Atlanta, Washington and South California.

Even though the end of the Gulf war and falling interest rates have raised the first hopes of recovery, the industry is still preoccupied with fundamental problems. "We are probably in the worst real estate environment since the 1930s," says Mr David Shulman, research director of Salomon Brothers, the US investment house.

The 1980s building bonanza has given way to deserted shopping malls, sparsely occupied hotels and a vast oversupply of offices which could accommodate all the office workers of New York, Chicago, Los Angeles and San Francisco put together.

This imbalance between demand and supply has afflicted most cities. "It is a national problem. It will

affect all banks and all borrowers," says Mr Guillaume Aertsens, of the real estate group at the Bank of Boston. The national office vacancy rate stands at 18.7 per cent, compared with 4 per cent in 1980 and a peak of 15 per cent in the last downturn of 1975, according to Coldwell Banker, a real estate adviser.

The rapid expansion in credit bears much of the responsibility for the building spree. Banks, deprived of corporate business siphoned off by the capital markets, channelled 60 per cent of their loan growth into property between 1984 and 1989, according to Salomon Brothers. The Residential and commercial property now accounts for 37 per cent of bank lending.

Money was also pumped into real estate by savings and loans groups, which had shed almost all the constraints on where they invested their government-insured deposits. The result was an uncritical eagerness to lend money. "Deals were done on the back of cocktail napkins. Some were signed without the lenders even seeing the property they were financing," says Mr David Gialanella, of Cushman &

Wakefield, real estate adviser. "Between 1982 and 1988, there was almost no project that could not have been financed with no equity," says Mr Richard Jennings, director of sales and financing at Landauer, a real estate consultant.

Tax incentives also played a powerful part. Legislation introduced in 1981, designed to channel money into plant and equipment, encouraged development regardless of demand as buildings became tax shelters. "You could make money with a 25 per cent vacancy rate," says Mr Karl Case, a visiting scholar at the Federal Reserve Bank of Boston. The rules were changed in 1986, but it took several years before the buildings conceived under the act were all completed.

When the 1986 Tax Reform Act deterred domestic investors, Japanese buyers took their place. Driven by trade imbalances, the favourable exchange rates and high land values in Tokyo, Japanese investors put \$6.8bn (£3.8bn) into US real estate in 1987.

US pension funds increased their total investment in real estate fivefold to \$155bn during the 1980s. Much of this money was put in close to the top of the market, when investors were trying to find a more stable investment medium after the 1987 stock market crash.

As the clamour of investors mounted, the investment market began to lose touch with the fundamentals. Too much money chased too few assets; prices soared even

though rising vacancy rates were crushing the prospect of income growth. Deal-making, stripped of analysis, became the motor of the industry. "Deals are my art form," boasted the most celebrated developer of the period, Mr Donald Trump.

Like a game of musical chairs, the music stopped abruptly. The country's move towards recession underlined the extreme imbalance between demand and supply, mounting losses deterred investors and the banks, reeling from the blows to their loan books, turned off the credit.

Demand from occupiers is unlikely to catch up quickly with supply, whatever the extent of the US recession. The US workforce is likely to grow slowly in the 1990s and pressures on the services sector may force an improvement in productivity, resulting in slower growth in the office workforce. Salomon Brothers reckons the US has a 10-year supply of office space.

On the investment side, too, supply has moved way out of line with demand. Developers and investors want to sell property to meet their interest costs, while banks that foreclosed on property are selling it at knock-down prices. At the bottom of the scale, the market is braced for a glut of low-grade property financed by the thrifts, which is now being sold by the government's Resolution Trust Corporation.

Long-term capital sources are shrinking. Disillusioned pension funds and life insurance companies have been withdrawing from the market. Foreign investment also appears to be on the retreat, as falls in property prices round the world persuade investors to focus on home markets. In particular, Japanese investment has been slowed by last year's collapse of the stock market and the poor performance of their US investments.

Even more important is the clampdown on bank lending, which has slammed the brakes on the property industry. "Mortgage money became a commodity. Today it is not even a question of price," says Mr Craig Hatkoff, managing partner of Victor Capital Group, which advises on restructuring of bad loans.

The explanation for this credit crunch is all too evident. The billions of dollars of provisions set aside by large money centre banks such as Citicorp, Chemical Bank and Chase Manhattan and January's insolvency of the Bank of New England have given banks an aversion to property lending. Their cau-

tion has been reinforced by the tough line taken by the regulators.

The clampdown on credit is likely to be long-lived. Mr Rusty Aertsens of the Bank of Boston reckons that the average US developer will be denied funds for 18 to 36 months. Although the bank says it is open for business, its criteria for new loans are daunting.

The credit crunch is widely blamed for the paralysis in the real estate market. In a survey by Arthur Anderson, 86 per cent of the real estate players canvassed saw financing constraints as the main problem facing the industry.

Others, however, suspect that it is more a pricing than a liquidity problem. Salomon's Mr David Shulman points to a wide gap between buyers' and sellers' expectations. "The lack of liquidity represents sellers' reluctance to accept that reality that prices have changed," he says.

He believes there will be a fundamental change in investment psyche. Yields - the income to capital ratio - will rise above commercial mortgage rates before the cycle is over for 90 per cent of the market.

Others are less gloomy, believing that inflation will bail out the industry, as it did in the 1970s. "The re-emergence of inflation will translate into rises in real estate," says Mr Chuck Dyer, president of Hawthorne, a pensions manager.

Another hope for the industry is, paradoxically, pinned on the credit crunch. Torto Wheaton Coldwell

Banker, a research group, calculates that if speculative construction of office space grinds to a halt, vacancy rates will be cut to single figures by 1995, with significant increases in rent triggered by 1994.

"The office property market has the potential for rebound, both earlier and stronger than most analysts have foreseen," it says.

The vulture funds that are gathering would agree. Their goal is to emulate investors like the Reichmann family which made its fortune in the mid-1970s by buying Manhattan offices well below replacement cost at a time when New York was stricken with a fiscal crisis. "In the 1970s, a lot of fortunes were made," says Mr Steve Green, a chairman of St. Green Real Estate, a trader based in New York's garment district. "We think we are seeing that time again."

This time, New York is low on the hit list of most investors. Arthur Anderson, the consulting group, believes that Seattle, which is expected to ride out the recession, has the most potential for real estate investment over the next three years, followed by Houston and Dallas, where new construction has been minimal after the collapse in the early 1980s.

But even the most enthusiastic contrarian investor expects to take a long-term view. Although a healthier industry may ultimately result from the current crisis, the recovery is likely to be slow and tortuous.

## RENTAL GROWTH (%)

	Retail	Office	Industrial	All Properties
Year to Feb 91	3.9	1.3	5.7	3.5
Quarter to Feb 91	0.5	-0.9	0.6	-0.1
Month of Feb 91	-0.2	-0.1	0.0	-0.1

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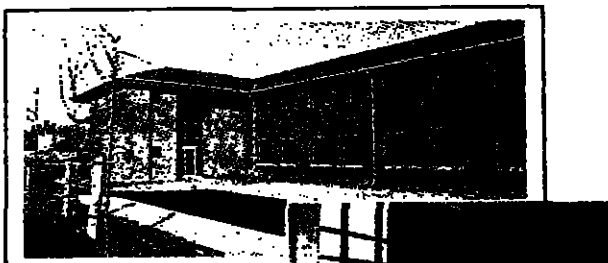
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FT LAW REPORTS

# Digest of cases in Hilary term

## BARCLAYS BANK PLC v KAPUR AND OTHERS (FT, January 30)

THE employees, who were Asians of East African origin, came to the UK in the 1970s and obtained employment with Barclays. Their contract specified that their past service with banks in Kenya or Tanzania should not count towards their pension entitlement.

They complained of racial discrimination because European employees who joined Barclays at about the same time were allowed to count their past service towards their pensions. Section 60(1) of the Race Discrimination Act 1976 provided that an industrial tribunal should not consider a complaint unless presented before the end of three months "beginning when the act complained of was done".

The Court of Appeal refused to accept Barclays' submission that the act of discrimination was a deliberate omission within subsection (7)(c), done when it decided not to credit them with previous service. Dismissing Barclays' appeal, the House of Lords stated that the pension provisions were a continuing act throughout the period of employment falling within subsection (7)(b). To require an employee to work on less favourable terms as to pension was as much a continuing act as to require him to work for lower current wages.

## PUNJAB NATIONAL BANK v DE BOUVILLE AND OTHERS (FT, February 1)

THE bank opened letters of credit on behalf of export company, Esal (Commodities) Ltd, to cover purchases Esal had made for the export of commodities to Sudan. The letters of credit were secured by insurance policies placed by London brokers with Lloyd's underwriters who declined liability when the bank made claims on them, alleging misrepresentation and non-disclosure. In the bank's proceedings the defendants were two brokers and five brokerage firms.

In deciding whether the bank had relied on giving rise to duties of care, Mr Justice Hobhouse held on a preliminary issue that it was clear that the brokers owed personal duties of care to the client in the relevant brokerage transactions. They had been in communication with the bank and Esal on the one hand, and the underwriters on the other. If they were careless in discharging the brokerage function they should be under a liability in tort to the client. They were in effectively the same relationship of proximity to the client as was their employer, the brokerage firm, in so far as they were personally involved and were personally careless.

## EAGLE TRUST PLC v SEC SECURITIES LTD (FT, February 5)

IN ITS statement of claim, the plaintiff alleged that the defendant ought to have known, under a constructive trust, that Eagle's money was applied in contravention of section 151 of the Companies Act 1985. Mr Justice Vinelott stated that it could now be taken as settled law that a stranger could not be made liable for knowing assistance in a fraudulent breach of trust unless knowledge of fraudulent design could be imputed to him so that there must have been something amounting to want of probity on his part. Constructive notice was not enough, though knowledge might be inferred in the absence of evidence by the defendant if it would have been imputed to an honest and reasonable man.

Therefore, in a case of this kind, to make a defendant liable as constructive trustee it must be shown that he knew that the money was trust moneys misapplied; or that, in the absence of evidence or explanation by the defendant, knowledge could be inferred. Assuming in favour of Eagle that the action was to trial it would establish the truth of its allegations and the defendant would adduce no evidence, the action would nonetheless fail. In those circumstances it should be struck out.

## STOKES v ENSIGN TANKERS (LEASING) LTD (FT, February 6)

SECTION 41(1) of the Finance Act 1971 provided that allowance was available to a person carrying on a trade who incurred capital expenditure in acquiring machinery and plant for the purposes of the trade.

The Special Commissioners held that Ensign was not entitled to claim initial allowance under section 41(1).

## THE OLB (FT, February 8)

A CHARTERPARTY provided that the shipowners were to have an absolute lien on cargo for freight, demurrage and costs even after delivery. The consignee, Enimont, failed to take delivery of a cargo liable to deteriorate in hot weather. When Enimont sold the cargo on, the owners would not release it until all expenses had been paid. Enimont brought a writ against the shipowners claiming economic duress.

In setting aside service out of the jurisdiction, Mr Justice Webster stated that the parties' agreement was to be governed by English law. If a defendant was brought to the English court against his will, it would apply the conventional test of good arguable case. But if he did not, it was a proper case for service out of the jurisdiction unless the court decided that the plaintiff's case was, on the merits, virtually unarguable.

In the present case the shipowners themselves were under pressure and faced liability if they failed to preserve the cargo. Enimont's case was unarguable on its merits. The court decided that the plaintiff's case was, on the merits, virtually unarguable.

## MR PETER SHILTON, the footballer, was transferred from Nottingham Forest to Southampton for a payment, *inter alia*, of £75,000 from Forest if he agreed to the transfer. He also agreed to accept £30,000 from Southampton if he played for them for four years.

The Revenue assessed the

£75,000 and £30,000 to income tax under section 181(1) of the Income and Corporation Taxes Act 1970. Mr Shilton agreed the assessment so far as it applied to the £30,000, but disputed it so far as it applied to the £75,000. The commissioners held that the payment by Nottingham Forest to Mr Shilton was an "inducement" to him to play for Southampton, and as such was an emolument flowing from the service he was to render to Southampton.

In allowing the Revenue's appeal against a decision, both in the High Court and the Court of Appeal, that the £75,000 was an emolument "for" but not "from" his employment with Southampton, the House of Lords stated that section 181 was not confined to "emoluments from the employer", but embraced all "emoluments from employment". The section must therefore comprehend an emolument provided by a third party, who was not the employer.

Moreover, an emolument could be one paid as a reward for past services and as an inducement to continue to perform services; and second, paid as an inducement to enter into a contract of employment and to perform services in the future. An emolument "from employment" meant an emolument "from being or becoming an employee".

## GREAT MARINE (FT, February 13)

IN A majority judgment concerning a contract for the sale of a ship on the Norwegian sale form 1987, the Court of Appeal upheld the sellers' submission that their obligation was to do whatever was reasonably necessary by way of rectification, repair or renewal to obtain a clean certificate of class from ABS. It was not an independent obligation to make good. The buyers had relied on the sellers' warranty that the vessel would on delivery have her existing class fully maintained free of class recommendations and free of average damage affecting class. The sellers' obligation was to deliver the ship with a clean certificate from ABS which was the contractual measure of quality, the standard to be met. The buyers could not complain if the sellers did no more than was necessary to earn a clean certificate from ABS. Damages should be assessed in accordance with those conclusions.

Aviva Golden

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## CONTRACTS & TENDERS

### PRIVATISATION IN GREECE INVITATION TO PARTICIPATE

In accordance with the Greek Government's decision to transfer a number of State-controlled companies to the private sector, the Industrial Reconstruction Organisation (IRO) intends to sell its majority shareholding in ELINDA S.A., FIMISCO S.A., and MACEDONIAN MAGNESITES S.A. to interested investors. ABN BANK (Greece) and KOURI CAPITAL Greece Ltd have been awarded an exclusive mandate by the IRO to identify potential acquirers and intermediaries in the sale of the above companies.

ELINDA S.A. is a producer and trader of household electrical appliances established in 1977. With 1989 net sales of USD 55 million and 1990 projected net sales of USD 47 million, it enjoys a domestic market share of 20% for refrigerators, 18% for oven stoves, 9% for washing machines and 7% for cooler boxes. All its 45 models carry the well recognized brand names of IZOLA and ESKIMO.

FIMISCO is along with its affiliate Macedonian one the largest mining and manufacturing concerns in Greece, engaged in the mining and refining of magnesite, the production of refractory bricks and the mining of chromite ore. Sales were USD 67 million in 1989 for Fimisco and USD 10.6 million for Macedonian Magnesites. Projected sales figures for 1990 were USD 77 million for FIMISCO and USD 16.2 million for Macedonian Magnesites.

For the Offering Memorandum as well as further information on the proposed sale procedure and timetable, interested investors should contact:

#### For ELINDA:

ABN Bank  
Corporate Finance Unit  
3 Papagorgiou Street  
Klathmou Square  
P.O. Box 4075  
GR 102 10 Athens, Greece  
Tel: (30-1) 324-4216  
Fax: (30-1) 3230430

Attention Mr. G. Katsaros  
For FIMISCO and MACEDONIAN MAGNESITES:  
KOURI CAPITAL Greece Ltd  
294 Kifissias Ave  
152 32 Halandri  
Athens, Greece  
Tel: (30-1) 884861/8848205  
Fax: (30-1) 8890892

Attention Dr. Anthony P. Zouzas

## INTERNATIONAL PROPERTY

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## BUSINESS PARKS SURVEY

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## TECHNOLOGY

## Tractor holds its ground

To the uninitiated, a tractor is an agricultural workhorse with small wheels at the front and big wheels at the back. But British researchers are hoping to change that.

Helped by funding from the UK Ministry of Agriculture, the Silsoe Research Institute near Bedford has designed a rubber-track system which replaces the rear drive-wheels. The design combines the improved traction and low ground pressure of a conventional crawler with the on-road capability of a wheeled tractor. Farmers need good traction for ploughing but also want low compaction for spraying or fertilising. The light-weight rubber tracks are no wider than a standard tyre, allowing in-the-furrow ploughing, but the ground contact patch is twice as long, spreading the load and increasing the tractor's pulling power.

The design has not yet reached final development stage. Initially, the aim is to fit the track to existing tractors in place of the rear wheels, offering a weight advantage over rival systems where the track is placed over the wheel. Ultimately, however, the system could lead to a fundamental redesign of the tractor. As the track takes up significantly less space than the conventional rear wheel, the cab area could be increased without adding to the overall width.

The heart of the system is a sprocket, mounted on the existing axle flanges, through which the track is positively-driven to avoid slippage. To provide suspension, the tracks incorporate hydraulic dampers and air springs.

Mike Dwyer, head of the teramechanics group in Silsoe's mechanical engineering division, concedes that current conditions in the agricultural equipment industry may make it difficult to interest manufacturers in the idea. But, he says, "it's not all doom and gloom".

Dwyer scotches the idea that the idea will be too radical for farmers to accept. "There's a sizeable number of farmers who are true businessmen. They'll buy it if they see a return on their investment."

Andrew Baxter

Twenty computer and computer software companies, including some of the world's largest, will next week launch an initiative to establish common hardware and software standards for the next generation of microprocessor-based computers ranging from desktop personal computers to multi-processor systems.

Leading the industry coalition, unofficially known as the Gibraltar Group, are Compaq Computer, a leading personal computer manufacturer; Digital Equipment, the world's second largest computer maker; Mips Computer, a developer of high-performance Reduced Instruction Set Computing (Risc) chips; Microsoft, the leading supplier of personal computer software; and the Santa Cruz Operation, a developer of Unix software. Other members include Olivetti, Wang, Pyramid Technology, NEC and Silicon Graphics.

Members of the industry coalition say that they aim to "unify the industry" by establishing standards that will combine software and hardware technologies from personal computers, computer workstations and more powerful multi-processor computers.

Currently, the computer industry is split into factions that support competing "open systems" software standards aimed at making it easier to transfer software and data between different types and brands of computers. The industry is also divided between proponents of "open systems" and those whose interests lie in proprietary architectures that tie users to a single computer vendor.

These industry battles, which have raged for the past three years, have served mostly to confuse potential buyers rather than to make it easier to get different types of computers to work together. The goals of the Gibraltar Group are, however, more narrowly defined than those espoused by earlier industry consortia.

The new coalition is focused specifically upon creating standard computer architectures analogous to the standards that created the personal computer boom in the 1980s.

Compaq, Microsoft, Digital and their partners aim to develop two new computer operating systems:

• A "unified" version of Unix, the increasingly popular computer operating system. This new version of Unix would combine OS/2, the version created by the Open Software

Computer makers will next week announce an agreement on standards, writes Louise Kehoe

## Gibraltar's peace treaty



Perplexed by the standards muddle

Foundation, and the Santa Cruz Operation's version of Unix, designed to run on microprocessor systems.

• A new version of Microsoft's OS/2 personal computer operating system, currently under development, that will incorporate many of the features of Unix while maintaining links with today's wealth of personal computer programs.

These new operating systems will be designed to run on two hardware "platforms" — the Intel microprocessors that currently dominate the personal computer market and Mips Computer's latest Risc chip, the R4000, one of several contenders in the workstation market battle.

This combination of hardware and software "standards" represents a potentially powerful threat to established market leaders. Coalition members

have one competitor in common — International Business Machines. For IBM, any industry group that attempts to seize the right to establish standards is a challenger.

The Gibraltar Group's challenge to IBM is, however, blunted by the fact that IBM has direct access to Microsoft's latest personal computer operating system developments, through its joint technology development agreements with the software company. IBM is also a founding member of the Open Software Foundation, and therefore gains access to OS/2, the version of Unix that will form the basis of the Gibraltar Group implementation.

Many view the industry coalition's announcement as a bid to unseat Sun Microsystems, the market leader in Unix workstations. Sun's Sparc chip is in direct competition with the Mips Risc chip. Off-

icals at Sun are not, however, perturbed by the pending Gibraltar Group announcement. They point out that Sparc currently has a 68 per cent share of the Risc Unix market and that Mips Computer's 4000 is only a "paper product" that has yet to be manufactured.

It will be two to three years before computer products result from next week's announcement, Sun predicts. For Intel, whose microprocessor chips dominate the personal computer market, the coalition's endorsement of the Mips Risc chip must come as a disappointment.

Compaq, one of Intel's best customers, will now be splitting its energies between developing new Intel-based computers and those based upon the Mips Risc chips. Intel can take comfort, however, in the prospect of a broader market for its current and future microprocessor products to be created by the promised availability of more powerful computer operating systems for commercial microprocessor-based computer systems, even if it must share that market with Mips.

For Microsoft, which currently holds a monopoly in personal computer systems software, the new consortium represents an opportunity to promote its future product — a new version of OS/2 variously known as OS/2.0 or "NT".

Microsoft revealed in January its plans to develop a "portable" version of OS/2 that would incorporate Windows as well as key features of Unix. At the Gibraltar Group announcement, Microsoft will reveal that it has chosen the Mips R4000 Risc chip as the first alternative "platform" to the Intel microprocessor family.

No serious contender in the microprocessor-based computer market, whether it be an Asian personal computer clone builder or a US manufacturer of multi-processor computers, can afford to ignore next week's Gibraltar Group announcement. Many industry executives remain sceptical, however, about the ability of this new industry coalition to deliver upon its promises.

ICI Fibregate, which has overcome that problem through improvements in both the polyamide fibre and the production control techniques for making it.

## A little lesson in organisation

ELECTRONIC organiser and portable computer manufacturer Pison has developed a hand-held unit for use in industrial or commercial applications for tasks such as stock-taking, quality control monitoring or for looking up prices and information.

Similar in shape to the Pison organiser, the HC range of hand-held units can be used with a range of peripherals such as bar-code readers and scanners. Each unit has a 16 bit processor, LCD screen and loudspeaker to broadcast digitally recorded speech. It is multi-tasking and can communicate back to computer systems which use IBM PC, Apple Macintosh or Unix protocols.

Pison believes the market for such hand-held machines is about to take off and points to figures from industry analysts Dataquest to prove the point. These show that the sector is growing faster than either the laptop or notebook market — at a rate of more than 80 per cent a year. From worldwide shipments of 350,000 units in 1990, Dataquest predicts the world demand will be for more than 5m units a year by 1994.

## Getting a leg up on micro fibres

SMOOTHER, slither and better-fitting hosiery is the promise of a micro yarn which will find its way around European legs by the autumn.

Although micro fibres — in which each filament is less than a sixteenth of the thickness of a human hair — have been used in sportswear and fashion garments, they have been difficult to use in hosiery because the yarn for stockings and tights needs to be incredibly light, and so is difficult to mass-produce.

ICI Fibregate, which has overcome that problem through improvements in both the polyamide fibre and the production control techniques for making it.

## Computer with a life of its own

AN AMBITIOUS project to mimic a living system is being attempted at IBM's Watson Research Centre, at Yorktown Heights near New York, writes David Fishlock.

The technique is to use computer models of the living

system in order to design better experiments. It should prove faster than either in vivo or in vitro experiments, and permit tighter experimental controls.

The system which Philip Seiden, a senior scientist with the physical sciences department, has chosen to model is the immune system. Because it is one of the body's most complex systems, Seiden has simplified the challenge by concentrating on the core of the mechanism, the cellular immune system, which is responsible for the specificity of bodily responses.

His model is based on three kinds of cell — B cells, T cells and A cells — together with the thymus, the gland which "prunes" your immune system from killing you. It mimics the action of these cells together with antigens and antibodies.

## Crackdown on speedy drivers

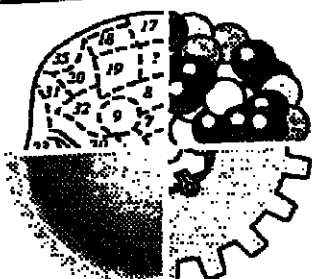
SPEEDING drivers need to be wary. For a Swedish company, Senaya Traffic of Gävle, has developed a traffic radar system which can register the speed of a car to within 1 per cent accuracy.

The secret of the system, developed initially for the Swedish police, is that it uses digital technology to read the vehicle speed and process the signals. Because the signals can be isolated and analysed, the radar system can check the speed of one vehicle as it is overtaking another — previously the two signals would have been muddled.

This makes the system ideal for use on motorways, where the speed of several cars can be logged at once. The manufacturers also believe that because of the degree of accuracy it will result in more successful prosecutions.

SAINSBURY'S, the British supermarket chain, is conducting experiments on a "laser gun" which will help the company ensure that chilled foods are stored at the correct temperature, both during transportation and on the supermarket shelves.

The gun, developed by Raytek of Santa Cruz, California, and sold in the UK by Caltech Instrumentation, of Leighton



## WORTH WATCHING

by Della Bradshaw

Buzzard, uses an infra-red sensor to detect the correct temperature of the food.

The sensor measures radiation in the infra-red spectrum, which is emitted by everything, including food. The higher the temperature, the more radiation is emitted. If the food is above the minimum temperature — the gun can be set to trigger at different temperatures for different foods — the unit "beeps" and a light flashes.

In addition, the gun emits a thin, red laser light so that if any food is suspect the beam can direct the employee straight to it — right down to the individual sausage.

## Time to savour the flavour

DOES your chewing gum lose its flavour on the bed-post overnight?

The answer could be a patent just granted to Columbia Laboratories, of Hollywood, California for the sustained release of flavour ingredients, so the taste remains for several hours rather than minutes.

The technique involves dispersing the flavouring agents into a continuous polymer film, which is then added to the gum base. The rate of release of the flavouring is controlled through the selection of different polymers.

The technology could also be used for gum which delivers drugs to treat gum disease as well as delivery systems for systemic drugs.

Contacts: Pison: UK, 071 262 5550. ICI Fibregate: UK, 0432 720000. IBM: US, 914 945 3000. Senaya Traffic: Sweden, 26 17 23 50. UK, 0783 815047. Sainsbury's: UK, 071 821 6000. Raytek: US, 408 425 1110. Caltech Instrumentation: UK, 0252 373178. Columbia Laboratories: US, 305 964 6555.

# On September 18th 1990, NCR turned the mainframe market upside down.

Have you ever wondered why mainframes need to run different operating systems from all the other computers in your enterprise?

The obvious answer is that it suits the mainframe manufacturer. Because it locks you into his system.

But obviously it doesn't suit customers.

Imagine a world in which every computer, from the biggest to the smallest in your enterprise, could run the same programs — and under the same operating system — with total compatibility!

This new world now exists.

On September 18th 1990,

NCR launched its System 3000: a seven-level range of computers, all based on the same industry-standard microprocessor.

Designed on standards so open, that you can run the same program on your PC as on NCR's massively parallel computer — without re-writing one bit of the code.

NCR's new Cooperation software connects these computers together so that the network

itself becomes the computer. With the more powerful machines placed strategically so that they can 'serve' the desktop machines with the data or services they need.

You now have something far more flexible, and far more responsive than a mainframe — but for far less money. (The Intel® industry-standard microprocessors we use can match the power of proprietary systems at under a tenth of the cost.

And NCR offers the four major standard operating systems: DOS, OS/2, SCO UNIX®, and UNIX V4.)

Finally, NCR's Open Net-working Environment makes it possible to link up all your computers (including even existing mainframes and minis) on an OSI base. Thus taking you into the future.

It's revolutionary, yes. But on a strictly evolutionary basis, so that all your current computer investments are protected.

**NCR**

Open, Cooperative Computing.  
The Strategy For Managing Change.

\* Intel is a trademark of Intel Corporation. † UNIX is a trademark of AT & T Bell Laboratories



## ARTS

## Our Own Kind

BUSH THEATRE

There can be few more dangerous deals of humanity than the politics of racial purity, and few more insouciant. As Roy MacGregor so rightly points out in his deeply sinister first play *Our Own Kind*, racism is not simply the preserve of the thugs on the soccer terraces. They are just the foot soldiers, the conspicuous and ugly face of an evil that lies deep in the collective consciousness.

MacGregor gives us the yobbish archetype of racial violence: indeed he constructs his plot around Steve, a vicious inadequate who vents his sexual frustration in the casual, drunken murder of an Asian on a canal path. But Steve is just an accident waiting to happen - an irrelevance in the grand scheme of political manipulation and public mayhem. His capture and imprisonment are less significant than the passions aroused by them; his crime is merely symptomatic of underlying disease.

The play is set on an estate in Bristol, where "white trash" blame black neighbours for their disadvantages. It is classic stuff, observed with a part and melodramatic precocity by schoolgirl Lorna (a moon-faced Charlotte Coleman), whose own family becomes ensnared in what she perceives as a monstrous evil. Her sister Sylvia is Steve's fiancée, while her father, a bus driver, witnesses the killing on his way home from a chess evening at the local club.

Neither could have foreseen their involvement, and yet their situation makes it inevitable, forcing both in their different ways to confront their own demons. He tries to blot out what he has seen; his failure to do so brings his family face to face with the outrage of those who believe in protecting "our own kind". She tries to pretend that her engagement has a future, because marriage is the only future she has ever envisaged. Both are lonely, frightened and not very brave.

MacGregor draws these ordinary characters with an immense compassion which is picked up in Dominic Dromgoole's first class production. Gary Love quite brilliantly catches the vulnerability behind the barbarity of the unlovely Steve, while Jane Horrocks and Brian Protheroe push far beyond the stereotypical no-hopers that Sylvia and her dad first seem to be. But the coup de grace is the personification of the National Front in the smooth and infinitely plausible character of Daines - manipulator of the rabble and fixer of coincidences. There is a frisson of recognition as one realises that the seeds of social destruction might well lie in someone much like Kevin Whately, with his sports jacket, club tie and everyday face; someone ruthless, smart and affable who can block every moral compass with a seemingly irresistible logic.

The play has its faults - a certain structural unevenness, and an ending which, without giving too much away, seems to drift into precisely the icy unreality that elsewhere is so effectively avoided. But it marks an impressive playwrighting debut for a writer of wit, eloquence and a considerable political intelligence.

Claire Armitstead

## Luscious spread from the Middle Ages

Patricia Morison admires the treasure of Saint-Denis at the Louvre

For the first time since the French Revolution the treasure of the Benedictine Abbey of Saint-Denis has been brought together, a thought to make any lover of the middle ages feel faint with anticipation. Dagobert's Throne, Abbot Suger's porphyry eagle, the so-called sword of Charlemagne and the Horn of Roland... if those are names which thrill, then you cannot miss *Le Trésor de Saint-Denis* at the Louvre. The exhibition runs until June 12 and has been mounted with assistance from United Technologies.

In a perfect world this exhibition would be in a museum but in Abbot Suger's 12th-century basilica. Today, the church is stranded in the grim suburb of Saint-Denis, its twin great towers fleetingly visible from the motorway heading north from Paris. Burial-place of the French kings, Saint-Denis is, I promise you, worth the visit.

As for the patron saint of the abbey and the French monarchy, he stands outside the exhibition in the form of a headless statue in stone. In about 260 AD St Denis was executed on the hill of Montmartre. Undeterred, he picked up his bloody head and walked north to the field where he lay down for the last time. The martyr's grave, a place of supernatural wonders, soon attracted pilgrims and over it a pious 5th-century virgin called Genevieve built the first church.

Thanks to the fantasies of the monks, the reputation of St Denis

grew by leaps and bounds, above all in the 8th century when he was artfully confused with a Greek bishop converted by St Paul. Kings and aristocrats wanted to be buried in the presence of a powerful saint who could smooth their passage to heaven. When Emperor Charles the Bald died in Italy in 877, his body was carried back to lie beside the saint. For me, one of the most evocative items in the exhibition is the large Roman bath-tub of porphyry, which is believed to have been for many centuries the emperor's coffin.

The monks of the royal abbey amassed one of the most spectacular treasuries in Western Christendom. But even the most costly reliquaries were simply so much bullion, and monks and kings alike were capable of taking a hard-nosed view of their sumptuous possessions. In the 8th century the monks used treasures to the treasure onto a cart and carried the loot along to the authorities. The commissioners made their choice of "artistic" and historic pieces and the rest was sent to be melted down. The yield, however, was meagre because many treasures turned out to be wood, badly covered with precious metal. The jewellers of Paris were not excited by recycled Dark Age gemstones.

In the next decades there were more thefts and losses, but at least the bulk of the Treasure of Saint-Denis remained in Paris, divided between the Cabinet de Médailles, the Bibliothèque Nationale, and the Louvre. And so it remains, although after seeing this splendid but poignant exhibition, one wishes for the impossible. Could these two venerable institutions ever agree to let the treasure be exhibited permanently together?

For my taste, it is the objects which date from the 7th to the 12th centuries which have a quite hypnotic power. There survives just one filigree fragment of the great cross made in the 7th century by the very hands of St Eloi, patron saint of goldsmiths. And then there are the stupendous gifts presented by Charles the Bald. No doubt with them went his fervent prayers that against all the odds, the saint would help him to victory over the Vikings. Looking at the manuscripts he gave, with their bindings of carved ivory, among the loveliest products of the Carolingian Renaissance, it is all the more striking to recall the darkness gathering over the empire.

Many of the objects in the Treasury incorporate antique luxury goods. The chalice which Charles gave was an antique vase once used for libations by the worshippers of Dionysus. On the so-called "Escrin de Charlemagne", an elaborate kind of offer made for the altar of St Denis, was a magically pretty Roman intaglio. The coffer was

destroyed but the gem survives, with its exquisite portrait of the imperial princess Julia, beautiful despite her heavy chin. What a contrast it makes with the British Museum's rock-crystal pendant with its 9th-century engraving of the Crucifixion, another gift for St Denis.

From Washington comes the loan of Abbot Suger's extraordinary fluted chalice of sardonyx which he had set in a massive silver-gilt mount. From Cincinnati comes the other splendid piece to have escaped from France, the Taft Madonna. This is an exquisitely beautiful 18th-century ivory which we can here enjoy reunited with her attendants, two angels long ago detached to make a reliquary for Rouen cathedral.

And so we pass from object to object, almost every one laden with historic associations. Quite how much the non-medievalist, non-Francophone visitor, who mutes of this, is not sure. For all the gleaming gold and the sparkle of gems, I felt a little too much had been asked of the objects themselves, some beautiful, some charming, such as the 11th-century chesspieces, but many rather alien to modern sensibilities. Would it not have been better to challenge a really good designer to evoke the potent aura of the ancient abbey. Even something as simple as the shadow cast by a Gothic arch could have added a touch of drama. For the Treasury is not museum fare, but sacred treasure, the vestiges of a thousand-year devotion to God and his saint.



An ivory knight: piece from an 11th century chess set

## Hamlet

THEATRE ROYAL, BRISTOL

At Bristol's Theatre Royal, a portrait of King Hamlet, in a ceremonial uniform that might date from the 1860s, is draped in black and taken down from the wall before we move to the Danish battlements, where the sentries carry rifles. King Claudius wears a more up-to-date kit, including a peaked cap that might have come from Gieves. The castle, the battlements, even the burial-ground, are ingeniously invoked by Barry Christie, using arrays of white flats containing practical doors, that establish locations but without descriptive detail. The Ghost usually arises through a trap, and is such a setting, why not? There is little in the performance under Paul Unwin's direction, though, to suggest anything more than the beginning of the 17th century.

Iain Glen's Prince is madder than common in the current fashion. Always a bit hysterical in his behaviour, he begins at once to show eccentricity after his talk with the Ghost (Peter Copley), and later is positively self-conscious about it.

"My wit's diseased" is accompanied by gestures around his skull. When he tells Polonius (Bernard Gallagher, very good) that he knows him for a fishmonger, he throws his coat-tails over his shoulders, and later, when the old man is on about the players, he tries to climb up the wall. He is very rough with women: he seizes Ophelia round the throat, and throws his mother to the floor. The general speaking of the company suggested to me that they should have spent more time on the punctuation. High Ross's Claudius puts a full point in almost every line in his first scene, though he grows more expressive later. Hamlet's "And smelt so?" Pahl comes out as "And smelt so par." There are some accentuations, too, that give dubious meanings. On the credit side, Diane Fletcher is a fine Gertrude, youthful in looks and behaviour to be mother of the 30-year-old Hamlet. Bernard Gallagher sounds as if Polonius's occasional silliness is put on for effect, for in general he is wise and dignified. The grave-diggers' duo is amusingly done by Peter Copley and Peter Russell.

Ophelia is a nice steady girl in Claire Hackett's hands and steady still after her brains

have gone, singing her ditties to new tunes. James Purefoy as her brother Laertes is a steady lad too, hardly in need of his father's sensible, and sensibly-given advice, and quickly won over by the King when he challenges him with a handgun.

There are a fair number of cuts, but in spite of them the play runs for three hours and three-quarters. It is never dull for a moment, and *Hamlet* is that? But is never very exciting either.

B.A. Young



Iain Glen: a madder than usual Hamlet

## Hagen Quartet

QUEEN ELIZABETH HALL

The Hagens drew attention to themselves nearly a decade ago, first by winning key competition prizes (notably the first prize in 1982) at an impressively tender age, and then by following them up with a much-praised Wigmore Hall debut concert. The group - three Hagen siblings from Austria plus the second violinist Rainer Schmidt from Germany - have created an international following, and a collection of recordings, since then; what a longish absence they returned to London on Wednesday.

It was a disconcerting recital. On the evidence presented, something seems to have gone wrong - or at any rate, not wholly right - with the Hagen developmental process. The dewy freshness and sweetness of the playing, characteristically Austrian, were

still recognisable in their Beethoven, Mozart, and Verdi; euphonious blend of tone is a group trademark (though in fast-moving figuration the leader, Lukas Hagen, tends to mar it ever so slightly with patches of "old" intonation). But when the inner energies and passions of the music are consistently slighted, as they were in all three performances, euphony can come to seem suspiciously like blandness.

Beethoven (Op. 18 no. 2, in G) preceded Mozart (the "Dissonance" K465), even though the printed programme had promised us the reverse order. (Why no announcement?) The former is a work of intentionality Haydn-like wit; since the Hagens found no spring in the rhythms, no drama in harmonic change, no emotional shading in melodic accent and nuance, this robust good

humour was no more than faintly suggested. The latter is Mozart at his most sublimely unsettling, full of erotic tensions expressed (as in  *Così fan tutte*) in the musical language of comedy: adult music, indeed, played here as if by children.

It was odd of the Hagens to offer Verdi's E minor, his single exercise in quartet-writing, after the interval. A still grossly under-appreciated masterpiece, it requires - but also greatly rewards - champions. Not much championing here, alas: as in the Mozart, the players showed only their inexperience in re-scaling its operatic references in the terms and manner of chamber music. The performance sounded good, but meant sadly little.

Max Loppert

## Rian de Waal

WIGMORE HALL

This young Dutch pianist has the expert fingers, and the easy control of the whole keyboard, to get round Leopold Godowsky's most extravagant places with impunity. That is uncommon, not least because it takes such a lot of hard work. Godowsky was a master-pianist (referred especially by performers - the public found him impressive but chilly) who liked to write fantastic elaborations upon other composers' easy pieces, songs, studies and what-have-you. Earl Wild and the late Jorge Bolet have been among his last tenacious disciples, finding that the formidable pianistic invention is its own reward even when the musical idiom is pure, purposeless Viennese-decadent.

A few years ago I was delighted by a de Waal recording of Godowsky's "Symphonic Mazurkas" on the ever-green Strauss waltz, "Artist's

Life and Loves". On Wednesday that was much his best performance (he made one prudent cut, as before, but nobody ever attempts the whole damned thing); he preserved the essential lift even in the most densely overwritten passages - the hardest thing to bring off - and planned his contrasts well.

One has to admire it. Yet his own Godowsky, the grand, unfamiliar Passacaglia on the opening tune of Schubert's "Unfinished" Symphony, and three transcription-fantasies on Schubert songs - really offered less than met the ear; or rather, perhaps, too few of Godowsky's graces did meet the ear. De Waal is a sensible musician, but for all his outstanding competence he is a modest one, disinclined to flamboyance or elegant preening (nor, in fact, to the ultra-scrupulous pedalling needed

for woozy, deliquescent harmony). Without that, Godowsky's fantasias are just upholstery; to make them count, there is no substitute for a shamelessly brilliant narcissist in love with his instrument.

Besides Godowsky, de Waal's cleverly designed programme featured Schubert. Much the same comments were invited as by his Godowsky song-versions. In the Impromptus from D. 935 there were some passages of penetrating charm, and some others which missed altogether the pianistic magic they invite; and the "Wanderer" Fantasy - not a subtle construction, for all its merits, but one plainly intended for hefty virtuoso display and elegant, tasteful, efficient and pedestrian.

David Murray

## Rod Stewart

WEMBLEY ARENA

In Peckham Rod Stewart would probably be described as a plonker, a Jack-the-Lad who never quite managed to grow up to become John-the-Man. At 46 his life seems home on May long-legged blondes, playing football with his mates, and wiggling a large bottom preposterously at 12,000 understanding fans. Yet somehow he came good at Wembley on Monday night.

The show was still there, including a sickly green suit, a tendency to harangue the crowd with soccer chants, a misty-eyed wimpishness for Scotland as if he were exiled in LA against his will, and pointless streaks across the stage to

show he still has puff. It really is hard to take this seriously from a man whose hair style is older than his wife.

But at a time when most super stars only tour to plug their latest CD Rod Stewart was in a benign, nostalgic mood, looking back on over 20 years of pop achievement, and out to please. His song book is quite outstanding. He picks the work of others well. The first cut is the deepest, and "Some guys have all the luck" were given joyful strings, and he writes well - the self-parodying "Do ya think I'm sexy" and "Maggie May" will stay classics - and his voice is the authentic distillation of sex

and drugs and rock and roll. Everything is forgiven as he sits in a row with the gang playing the same blues that he belted out under the bridge of Paris as a young hippie in 1963.

And he can laugh at himself writing a Western song like "Mandolin Wind" when just a Muswell Hill Cowboy in 1969. The music cut-punches the image every time and watching Rod Stewart perform is to admire an old pro working an audience. You might distrust his snicker sentimentality, songs like his latest hit "Rhythm of My Heart" are as genuine an evocation of Scotland as haggis and sporrans, but when he gets into the bel-

ters he is incomparable. Even tooting the mike stand into the heavens is a forgivable slice of swank.

He has done it all, heard it all, and will see off his critics. He hardly turned a hair when the waitress, interrupting his act with another drink, set on his lap, stroked his hair, and turned into a be-wigged and bewitching Elton John. With no competition these days from the younger crowd the old trouper can amuse themselves, secure in the conviction that for a Wembley audience nothing beats nostalgia.

Antony Thornecroft

## INTERNATIONAL ARTS PREVIEW &amp; EXHIBITIONS

The Frankfurt Opera reopens tomorrow, more than three years after the theatre was gutted by fire. The fire - two weeks after Gary Bertini opened his first season as director - was the worst disaster to befall an opera company since the war. More problems followed: Bertini was never able to shrug off criticism of his artistic policies and long absences, and his resignation last December has cast a cloud over the company's return to its home. The opening production is *Die Zauberflöte*, staged by the Vienna-based producer Wolfgang Weber and conducted by Marcello Viotti.

Munich. The Schwetzingen Festival continues until June 26 and includes a production of *Elektra* by Schiller on May 1.

Following its return to London from Washington, the Royal Ballet opens a Spring season at Covent Garden on Wednesday.

Balachin's *Agon* returns to the repertoire, together with Frederick Ashton's *Maestro in the Country* and Kenneth MacMillan's *Requiem*, set to Faure. Sylvie Guillem is due to dance in the Ashton work on April 18 and 22. The season, which runs until the beginning of June, features the world premiere of David Bintley's full-evening *Cyrene* on May 2.

London Contemporary Dance Theatre's eight-day spring season opens at The Place tonight. Martha Graham's *Lamentation* from 1930 and new works by Kim Brandstrup, Liat Dor and Nir Ben Gal are featured in the programmes, along with Richard Alston's *Something to Do* (1989), Jane Dudley's *Harmonics* (1989) and Robert Cohan's *The Forest* (1977). Later this month, the company goes on tour to Oxford, Northampton, Canterbury, Glasgow and Newcastle-upon-Tyne.

## EXHIBITIONS GUIDE

AMSTERDAM

Rijksmuseum A Century Apart: a survey of 19th century paintings from the museum's own collection, with examples of work by leading members of the Hague School, and also Courbet and Corot. Ends June 30. Also Chinese Painting: scroll paintings and album leaves on paper and silk by Chinese painters from the 16th to the 19th century. Ends June 20. Also Dutch Drawings from the Collection of Maids and George Abrams: 115 drawings mainly from the early 17th century, including works by Rembrandt. Ends April 28. Closed Mon.

Van Gogh Museum Dutch Painting 1880-1885, with 178 works tracing the artistic reforms pioneered by the generation after the Hague School. Ends May 26. Daily. Stedelijk Museum Paintings and drawings 1874-90 by the American artist Agnes Martin (b.1912), often associated with the New York abstract expressionists and known for the reductive character of her work. Ends May 12. Daily.

Expressionism and the reaction against it in the Neue Sachlichkeit. Ends April 28. Closed Mon.

Ernst Ludwig Kirchner. 58 works by the German artist (b.1895) drawn from collections worldwide, including expressionist paintings and monumental steel sculptures, voicing Kirchner's preoccupation with war. Ends May 20. Closed Mon.

DUSSELDORF Kunstmuseum Albrecht Dürer: 50 paintings and drawings by the German master from the period 1485 to 1528, with examples of his work in Venice and the Netherlands, together with works by his contemporaries. Ends May 5. Daily.

FRANKFURT Jahrhunderthalle Hoechst Hans Arp and Sophie Taeuber: abstract and surrealist paintings, drawings and wood sculptures, representing the best of the Swiss couple's work from the 1930s and 1940s. Ends April 21. Daily.

Schirn Kunsthalle From Lucas Cranach to Caspar David Friedrich: 62 paintings by German artists from the 16th to the 19th century, on loan from the Leningrad Ermitage. Ends June 8. Also Walter Schlegel: Magical Spaces, a collection of recent paintings and drawings by the Austrian artist (b.1943) best known for his book illustrations. Ends May 5. Daily.

Städtische Galerie im Stadel Peter Cornelius: Drawings for Goethe's Faust, including the original 12 drawings from 1810-16, together with sketches by Cornelius and Faust-illustrations by other artists. Ends May 20. Daily.

Museum der bildenden Künste The Visionaries: paintings by five modern Austrian fantasists including Ernst Fuchs and Rudolf Hausner, which explore the unconscious, the scurrilous and the humorous, and represent a school which until recently was banned in east Germany. Ends May 5. Closed Mon.

LONDON Hayward Gallery The Twilight of the Tsars: Russian Art at the Turn of the Century, with 500 exhibits from Soviet galleries. Ends May 19. Daily.

Royal Academy The Bührle Collection: Impressionist and Old Master paintings. Ends April 14. Daily.

Tate Gallery Max Ernst: centenary retrospective of the German-born Surrealist. Ends April 21. Daily.

LUGANO Villa Favotta Early Italian Art: 120 examples of Italian 14th and early 15th century painting from collections in Switzerland and Liechtenstein, focusing on Gothic and early Renaissance art from Florence, Siena, Bologna and Rimini. Ends June 30. Closed Mon.

MADRID Museo Nacional Centro de Arte Reina Sofia Markus Lupertz (b.1941): major exhibition of work by leading member of Germany's Neue Wilder group. Ends May 8. Also Masters from the Guggenheim Collection: 125 paintings and sculptures representing the main movements in 20th century art. Ends May 13. Closed Tues.

MARTIGNY Fondation Pierre Gianadda Chagall in Russia: 40 oils and 150 drawings and watercolours from

Soviet museums and private collections. The majority, including seven panels of decor for Moscow's Jewish Theatre, were until recently hidden from the public eye. Ends June 9. Daily.

MUNICH Kunsthalle der Hypo-Kulturstiftung Marc Chagall: major retrospective including 111 paintings and four wall tapestries from American and European collections, with examples from all periods in the artist's life. Ends June 30. Daily.

Villa Stuck Sculpture and Space: abstract sculpture and other examples of concrete art by Max Bill (b.1908) and eight other established artists from Germany, Switzerland and Scandinavia. Ends April 28. Closed Mon.

NEW YORK Brooklyn Museum Alfred Bierstadt: 74 works by the 19th century American landscape painter. Ends May 5. Also Monet and his Contemporaries. Ends June 3. Closed Tues.

Metropolitan Museum of Art The Fauve Landscape: Matisse, Derain, Braque and their Circle, with 125 works showing the vibrant quality of landscape painting in France in the first decade of this century. Ends May 5. Closed Mon.

Museum of Modern Art Liubov Popova: 55 paintings and 60 works on paper by the early 20th century Russian avant-garde artist. Ends April 23. Also Art of the Forties. Ends April 30. Closed Wed.

PARIS Musée Rodin Camille Claudel: 80 sculptures, among them several versions of the waltz with figures swirling in art nouveau movement, are included along with 20 paintings, engravings and



# FINANCIAL TIMES

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Friday April 5 1991

## Keeping to the Basle ratios

**WHEN RECESSION** bites, people naturally cast about for culprits. One that is frequently mentioned is the bank capital regime which was devised two years ago by the Bank for International Settlements.

This regime was intended to strengthen the world banking system by obliging leading banks to carry more capital for a given amount of lending. Its effect, however, has been to restrict the banks' ability to lend, and thereby heightening the danger of a credit crunch.

This claim has a beguiling logic to it, particularly in countries where the air is thickened by recession, like the US and the UK. Loosen the Basle regime, it is said, and the renewed flow of credit will provide the necessary oxygen to revive economic activity.

But this claim is to be treated with some caution. There is an equal danger that what was originally intended to be a prudent measure might be corrupted into a particularly ill-suited tool of economic management.

It is not clear, to begin with, that a credit crunch exists in the sense that creditworthy companies are unable to borrow. Certainly, little evidence of such a crunch exists in Europe or the Far East. The picture is more patchy in the US, where the difficulties of particular banks or regions have hit the local availability of credit, notably in New England. In addition, one particular industry, property, finds it excessive to borrow. But the evidence would need to be very much more convincing than at present before there was a case for even reconsidering the role of the Basle regime.

### Credible tools

If the Basle capital ratios are to have any credibility as a discipline for the international banking system, they must be above manipulation by those seeking to achieve merely short term economic goals. After the worrying record of banking failures and losses in the 1980s, the efforts of those in authority should be directed towards strengthening banks, particularly when recession is adding further stresses of its own.

As the chairman of the Basle Committee said, you do not relax automobile standards in stormy weather.

One might even argue that a relaxation of the regime would be futile anyway because the financial markets would still measure individual banks' ratios against the present Basle yardsticks, and would penalise those banks which were found wanting.

### Improvements possible

At best, supervisors at national level might be able to use some leeway to delay full implementation of the ratios (which are being phased in by 1992). As the US Federal Reserve has shown, there are other ways of taking the pressure off banks by, for example, reducing reserve requirements.

But if no clear case for all-round relaxation exists, there is certainly scope for improving elements of the regime. In particular, as presently designed it contains an incentive for banks to lend to riskier customers. This is because it obliges banks to apply the same amount of capital to a Triple A rated back-street company as to a black-street business. The temptation is, therefore, for banks to seek out the higher yield loans available to the latter class of borrower.

This bias is ironic, if not absurd, for a regime that is supposed to instil greater soundness in the banking system. A further point when the governor of the Bank of England spoke of the need for controls over mortgage lending earlier this week, he omitted to mention that the Basle regime also contains an in-built bias in favour of mortgages: loans secured on residential property require only half as much capital as commercial loans.

The members of the Basle Committee - who have been lobbying hard against calls for a relaxation of the regime - might employ their energies more profitably by addressing these anomalies. The Basle regime is bringing greater financial discipline to banking, and will ensure that international banks compete on more equal terms. But it still has its failings, even if these are different from those most people suppose.

## Going abroad without tears

**HOW SHOULD** the government respond to the warning from the Association of British Travel Agents (Abta) that it can no longer continue to bail out failed travel firms indefinitely? With yet another failure in the travel business yesterday, the Department of Trade and Industry can hardly ignore this salvo from a trade association whose finances have already been badly hit by the recent collapse of Exchange Travel and a clutch of school tour operators. The question is whether to accept Abta's recommendation that the government should impose a levy in order to build up a fund to reimburse holidaymakers.

On the face of it Abta's solution seems ill-designed to appeal to the government. The obvious precedent is the Air Travel Trust Fund set up after the collapse of Clarksons in the mid-1970s. But that was the work of a Labour administration. Since then the political climate has changed. Many will question whether the consumer needs this degree of paternalistic protection from the government.

### Consumer protection

The collapse of travel firms, unlike the failure of large banks, does not pose a systemic shock to the whole economy. If there is an argument for increased consumer protection it rests on the fiduciary nature of the travel companies' operations. In the case of Exchange Travel, for example, holidaymakers' down payments helped finance property deals that bore no relation to the purposes for which the deposits were advanced. Since the great majority of travel customers are not equipped to make an informed judgment about the finances of travel companies, discipline has to be exercised over travel firms from elsewhere. The debate turns on whether the most suitable candidates are the government, trade associations or outside insurers.

The record of the present system, in which Abta plays a key role, should not be condemned out of hand. For more than a decade and a half the consumer has enjoyed substantial protection. In the case of the biggest recent collapse,

that of ILG, there were no serious problems for holidaymakers and no call on Abta funds because adequate bonding arrangements were in place. Where bonding has been inadequate, as with Exchange Travel, Abta has paid up.

### Finances stretched

The problems have arisen, against a difficult economic background, partly because there are no comparable insurance bonding arrangements for rail, road and sea travel to those imposed by the Civil Aviation Authority in air travel: the financial calls that Abta is now making on its members relate to non-air holidays. The organisation has provided guarantees, but has been unable adequately to police its near 3,000 members. And will come to meeting the cost of future failures there is a fundamental conflict of interest within the membership. Eight large firms account for some two-thirds of holidays sold, while the rest of the business comes from small firms whose finances have been badly stretched in the recent downturn. Note, too, that the bankruptcies relate to tour operators, not to travel agents.

It is hard to believe that the government could now extract a workable solution from Abta alone, especially one capable of satisfying the requirements of a new European Community travel directive that has to be implemented by the end of 1992. This requires travel organisers in member states to satisfy their governments that they can repay consumers if they cease trading. One way or another the consumer will have to pay more for insurance. The need is for a system which promotes the survival of the smaller firms while ensuring that insurance costs are widely spread and the risks more closely monitored.

An extension of bonding arrangements would be a better means to that end in the long term than an industry levy, combined with inadequate policing from Abta. It is in the organisation's own interest to avoid a crisis of confidence in the industry. Ministers should merely encourage Abta itself to address the immediate problem.

**E**urope's car makers and their legion of components suppliers are tightening their seat belts as the road into the 1990s becomes uncomfortably bumpy. For half a decade the auto industry has enjoyed successive years of record car sales in western Europe. Now lean years are looming as the profits of several key car producers plunge, others collapse into loss, and the industry as a whole moves to shed jobs.

Europe's car producers desperately needed the strong sales years of the second half of the 1980s to repair their battered finances, to allow some to claw their way back from technical bankruptcy, and to reduce an awesome debt burden.

Now margins are being squeezed again, however, just as competition threatens to reach a new pitch. Europe could well become the main battleground of the world auto industry in the 1990s.

The European industry faces several new challenges:

- the looming arrival in force of Japanese car makers in the hitherto protected markets of Italy, France, Spain, Portugal and to a lesser extent the UK. The advent of the single European market is set to undermine the present bilateral restrictions on Japanese car imports;

- the build-up of Japanese "transplants" car production in the European Community;

- the impact of the single European market on car pricing as cross-border trade flows increase; on the harmonisation of technical standards; and on the future of the present exclusive franchise dealer system. (The industry's present 10-year so-called "block exemption", which protects the exclusive franchise system, runs out in 1995);

- the opening up of eastern European markets against a background of mounting political uncertainty;

- the tightening of environmental regulations with tough and costly demands for lowering exhaust emissions and expected regulation later in the decade for improved fuel economy and the recycling of old cars.

New car sales in western Europe fell by only 1.5 per cent last year to 13.26m from the record 13.47m achieved in 1989. Sales trends in different markets have diverged sharply, however, with demand plunging in the UK and Spain and sales in Germany climbing to new heights.

And in the auto industry, when profits fall, the drop can be precipitous - even with relatively small declines in sales and production volumes. Renault, the French state-owned car maker in which Volvo of Sweden has recently taken a 20 per cent stake, suffered an 87 per cent drop in net income last year on a 6.2 per cent fall in turnover.

The French group can, however, hardly look to Volvo, with which it recently formed a far-reaching alliance, for financial salvation. The Swedish car maker is among the European industry's other notable financial casualties after falling into loss last year for the first time for nearly 60 years.

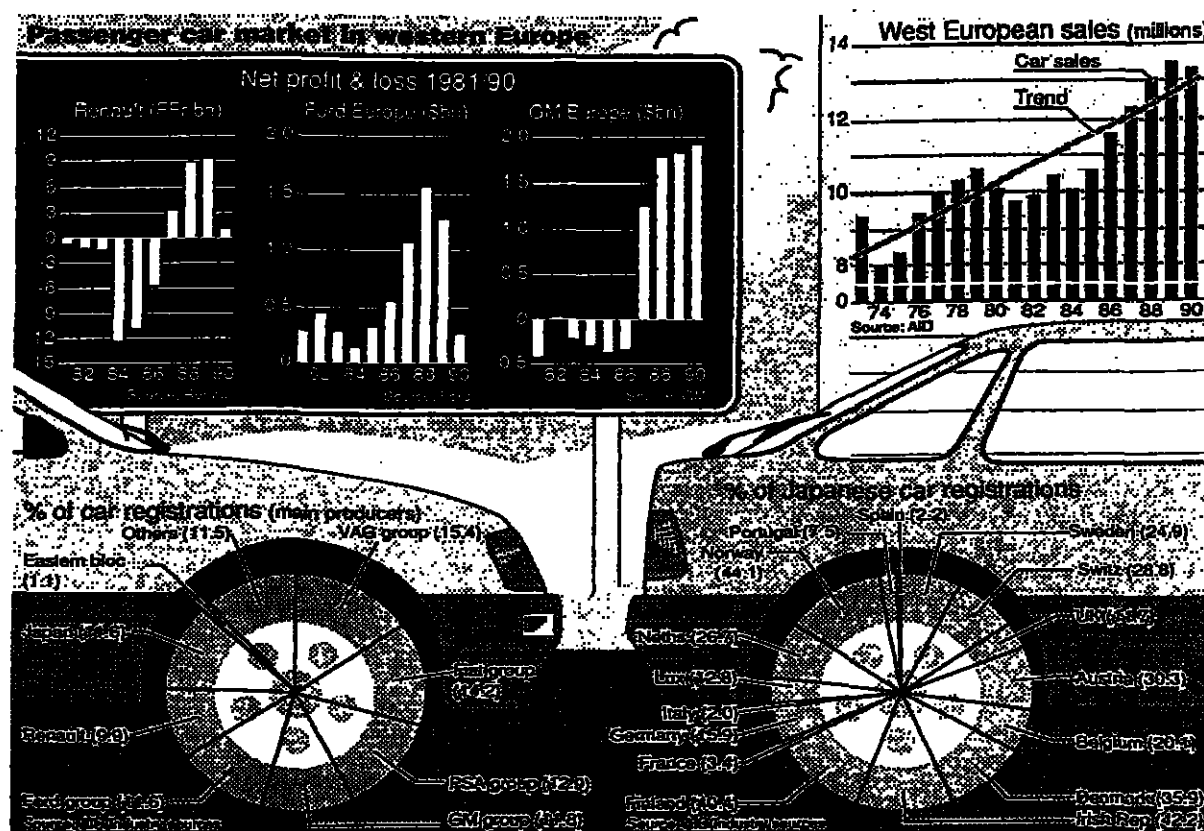
Among the big six volume car makers in Europe Ford also suffered a harsh financial setback in 1990 with its second worst result in 10 years. The net profits of its European operations fell last year by 79.6 per cent to \$263m from \$1,201m in 1989 and a record \$1,568m in 1988.

Ford blames the sharp deterioration in part on the impact of industrial unrest; higher product development costs; and the heavy impact of the rising losses suffered by Jaguar, the UK luxury car maker it took over ambitiously and expensively for \$1.38bn at the end of 1989.

Just as importantly, however, Ford's recent European financial performance reflects the uneven impact of diverging new car sales trends across 17 western European markets last year. Profits were particularly hard hit by falling sales volumes in

The sorry state of the US auto industry should serve as a warning to European manufacturers, says Kevin Done

## Europe gears up for car wars



the UK, its biggest single European market, where it is also the market leader.

The UK is currently one of the weakest markets in Europe with sales falling by 12.7 per cent last year and by a further 23 per cent in the first two months of 1991. As demand plunged, marketing costs rose rapidly with fierce competition for each sale prompting a war in discounts, cheap finance deals and other special promotions.

In sharp contrast with the UK - and with Spain - new car sales in Germany have been extremely buoyant, reflecting the economic boost provided by German unification. This has hugely benefited the main players in the market, Volkswagen and General Motors (GM) markets its cars under the Opel badge in continental Europe and as Vauxhall in the UK.

New car sales in western Germany in the first two months of this year were 31.1 per cent higher than a year ago, while estimates for the whole of Germany suggest that new car sales were fully 50.5 per cent higher than in West Germany alone a year earlier.

Most other European car markets are in decline. In the first two months of this year sales fell in 14 of 17 western European markets compared with the corresponding period a year ago and were higher in only Germany, Austria and the Netherlands.

While Fiat, Renault, Peugeot and Ford have been forced to resort to idling assembly plants in order to reduce production, Volkswagen and GM have been working at full capacity at many of their assembly plants

across Europe to meet the unprecedented demand in Germany.

In contrast to Ford with its UK woes, General Motors' exposure to the huge sales growth in Germany helped it to achieve record net profits in Europe last year at \$1,915bn even after swallowing its share of the vast losses at Saab. In the process it ousted its arch US rival from fourth place in the European sales league.

With the unified German market currently accounting for nearly three

### Europe could well become the main battleground for the world vehicle industry in the 1990s

out of every 10 new cars sold in western Europe, Volkswagen is consolidating its position as the leading European car maker. In sharp contrast, the challenges from the Fiat group of Italy (which includes Alfa Romeo and Lancia), the main pretender in recent years to VW's European crown, has faded.

Fiat is vulnerable. Of all the European car makers it is by far the most dependent on its domestic market - Italy - accounts for more than 60 per cent of its European sales - and it has no European car assembly plants outside Italy.

Fiat is already under attack in Italy from the existing European makers, with Ford in particular making big

inroads. In the first two months of this year its share of the Italian market tumbled to 47.4 per cent from 54.6 per cent a year ago and 58.9 per cent two years ago.

Not surprisingly Fiat was the first European volume car maker to resort to laying off tens of thousands of workers last autumn and several of its Italian car plants have only been working three weeks in four for the last seven months.

Just as ominously for Fiat it has hardly begun to be exposed yet to Japanese competition in its home market, where Japanese car imports have been limited hitherto to tiny volumes.

The vexed issue of Japanese car sales is probably the most sensitive unresolved question still facing the EC in the run-up to the creation of the single market from 1993.

At present the pattern of competition across European car markets is greatly distorted by the limits on Japanese car sales set in four of the five main volume car markets in Europe - France, Italy, Spain and the UK - as well as in Portugal.

The European Commission's task in hammering out an agreed position among member Governments on Japanese car sales has been bedevilled until recently by disunity among European car makers themselves.

The industry has now succeeded, however, in isolating Mr Jacques Calvet, chief executive of Peugeot of France and the most hard-line opponent of the Japanese car industry in Europe in order finally to put forward a united front in Brussels.

European car makers - minus Peugeot - are now calling for continuing controls on Japanese car sales in the European Community until the end of 1993 with a limit on Japanese market share to that date of 15 per cent.

While the 1980s was the decade in which the Japanese car makers concentrated on building their production presence in North America, in the 1990s they are switching their attention to Europe.

Nissan has been producing cars in the UK since 1986. Volumes were modest at first, but this year output should reach 120,000 cars and will grow to 220,000 in 1992/93. Next year production begins at Toyota and Honda's first European car assembly plants - both located in the UK, which Mr Calvet has variously called "a Japanese aircraft carrier off the coast of Europe" and "Japan's fifth largest island".

Honda also owns 20 per cent of Rover, the UK car maker, and Honda cars are already coming off Rover's UK assembly lines at the rate of 40,000 a year. In the wings both Mazda and Mitsubishi Motors are seeking ways to establish their first European production, while as a harbinger of another line of attack, Honda begins for the first time this month the sale of cars in Europe shipped from one of its US assembly plants.

While the Japanese car makers combined have around 11.6 per cent of the total western European market, what they can achieve in unprotected European markets without a domestic producer is already evident (see chart).

While Japanese car makers captured a 5.1 per cent share of the "restricted" European markets last year, they already controlled more than 30 per cent of the "open markets".

With a disturbing competitive disadvantage - in manufacturing productivity, the effectiveness of new model development and the speed and variety of new car offerings - it is hardly surprising that European car makers are pleading with Brussels for a transition period to the end of the decade to try to get their house in order.

Mr Lindsey Halstead, chairman of Ford of Europe, said last month that "unless the door is eased open gently" the Japanese auto industry would be first beneficiary of a single European market. The absence of a prolonged transition period "could have rather severe implications for our European technology base and supply industry."

Without such a respite Mr Robert Eaton, president of GM Europe, forecast recently that Japanese car makers could increase their share of the western European market to 15 per cent by the mid-1990s and 20 per cent or more by 2000. Such a growth would be equivalent to Renault's share today.

According to GM, total car assembly capacity in western Europe could increase from 14.7m units in 1990 to 17m units by the mid-1990s based on announced plans. About a third of the increase would stem from the Japanese. Industry wide capacity utilisation could decrease from an average of 92 per cent in 1990 to 84 per cent in the mid-1990s.

"If one assumes that the Japanese fill their factories as they increase their sales across Europe, the bulk of the overcapacity problem will be faced by European manufacturers - putting pressure on prices and profit margins, potentially leading to a restructuring of our industry," says Mr Eaton.

The current state of the US industry, where Japanese car makers now hold more than 30 per cent of the market and where all big three US car makers - GM, Ford and Chrysler - are currently operating at a loss, offers a portent of what may happen in Europe if the local producers fail to close the competitive gap.

## Official improvements

■ Britain's "Department for Enterprise," with Peter Lilley as minister, has just produced a couple of typically impressive new initiatives.

The first is reported by the department's staff newspaper. It says a four-person energy efficiency unit has been set up to ensure that the department, whose energy bill is \$4.5m, "achieves at least a 15 per cent reduction in energy costs over the next five years."

The newspaper further indicates that, in pursuit of said aim, the department intends to lay out \$500,000 or more a year.

Does this mean that the DTI plans to spend \$2m-plus between now and 1996 to save just \$275,000?

Meanwhile, I hear the opening hours of the department's Companies House search rooms in Cardiff, Edinburgh and London have been extended to 9 am to 5 pm, instead of 9.30am to 4.30pm.

Researchers are going to need those extra half hours at each end of the day. The microfilm company files will now take up to two hours to arrive instead of one. And last orders have to be in by 3 pm, instead of 3.15pm.

Might we have a word, minister?

### Dog sense

■ At last a bit of sense has emerged to counter the fears over spreading burglaries which have panicked companies and householders by the million into installing high-tech alarms.

The sense-provider is the Federal Criminal Office of Germany where property owners are following the fearful fashion to the tune of spending \$25m-plus a year on electronic security systems. The latest and such. The main result, as in other countries, is that the police are plagued to

## OBSERVER

near-stupefaction by false alarms. Of every 100 alerts, only two are triggered by break-ins.

That compares with almost 50 set off accidentally by the property-owners themselves, and 15 by domestic animals such as cats and dogs.

Appalled by the costly confusion, the office did a bit of well targeted market research. Having consulted 300 convicted burglars on the matter, it now advises potential victims to stop being blinded by science and adopt a lower-tech deterrent: barking dogs.

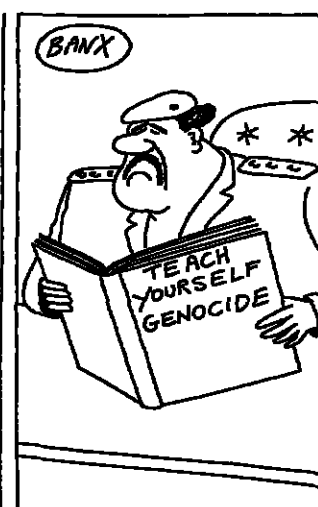
Because they're active contributors to the trouble, however, it does not recommend installing real ones. "No actual dogs necessary," the security experts say, "just a showy kennel and barked bark of a fierce breed."

### Exodus

■ The steady trickle of managers from the upper echelons of the Prudential, following last year's shake-up, continues apace. Peter Clark, a 44-year-old deputy actuary, is the latest man from the Pru to look for pastures new.

Having been passed over for the chief actuary's job in favour of a man from the investment side - Peter Nowell - Clark has been snapped up by Sun Life, where he will also get a seat on the board in addition to being the appointed actuary. Peter Grant, Sun Life's chairman, sees the move as quite a coup.

"The Pru has had a few hiccups, but none of them were actuarial," says Grant, who regards the insurance giant as a good training stable. In addition to being an important figure in the Institute of Actuaries, Clark has played an important behind-the-scenes role in European insurance



affairs through membership of the Groupe Comsitaf since 1981.

His own actuarial hero is the Pru's late Frank Redington, who once said "an actuary who is only an actuary, is not an actuary." Think about it.

### Freedom

■ The late Field Marshal Smuts and B.J. Vorster are about to get a new companion. An excitement mounts in South Africa over Margaret Thatcher's visit next month, news comes of a signal honour that awaits her: the Johannesburg city council will bestow the freedom of the city on her, thought to be the first time such a distinction has been awarded a foreigner.

The burghers of Soweto, I gather, are not expected to follow suit.

### Lady vanishes

■ Metals analysts seem to be a vanishing breed. The latest to be shaken out of the City is Rhona O'Connell, one of the best-known and highly-rated

observers of the precious metals markets.

She and colleague Neil Buxton, who specialises in base metals, have left the London team of Shearson Lehman Brothers, the American Express subsidiary. The reason is evidently that in this cost-conscious age, neither the commodities nor the equities divisions were willing to pay for fundamental metals research any more.

O'Connell built her reputation initially with Consolidated Gold Fields where she helped prepare the annual book which became the gold market's statistical bible. There followed 12 years at the Rudolf Wolff commodities broking house and a short stay at brokers James Capel before she joined Shearson in January 1987.

At least she lasted longer than her successor at Wolff, John Harris. He fell victim to the minimal metal-market activity last month.

### Over a bit

■ Thank goodness BICC's Balfour Beatty is not digging the Channel Tunnel on its own. One hates to think where it might have surfaced judging by the hazy geography in its latest annual report. Included in a catalogue of last year's achievements is the Five Acre Square development in Houndsditch, "West London".

As any street-wise Cockney knows, Houndsditch is in east London.

"Just an unfortunate and embarrassing error on our part," admits BICC.

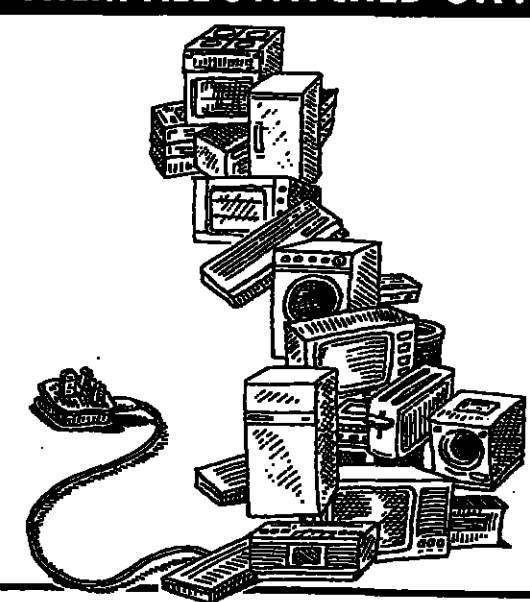
No wonder there are cost overruns if mistakes like that get onto the drawing board.

### Poverty trap

■ A man walks into a Swiss bank and quietly asks the teller, "Can I open an account with a million dollars?"

"Certainly," the teller replies. "But there's no need to whisper. Poverty isn't a crime, you know."

## HOW CAN WE KEEP THEM ALL SWITCHED ON?



- The richer countries have an insatiable demand for appliances that run on electricity - everything from televisions to vacuum cleaners.
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## FINANCIAL TIMES

Friday April 5 1991

NEWPORT  
A TOWN TRANSFORMED

## Bonn puts DM400bn cost on eastern restructuring

GERMANY'S Treuhand agency, which supervises state-owned enterprises in the east, will need about DM400bn between now and the year 2000 if it is to give priority to restructuring rather than closing ailing companies, the Bonn Finance Ministry said yesterday, writes David Goodhart in Bonn.

This emerged as Chancellor Helmut Kohl announced plans to visit East Germany on Sunday - his first visit since December's general election.

The chancellor's popularity

in the east has plummeted as unemployment in the area has risen and he has been under political pressure for weeks to meet his accusers face to face.

His visit was announced on the day figures were released showing that the unemployment rate in east Germany had risen to about 9.3 per cent in March. There was a fall to 8.8 per cent in the west.

Despite the sharp drop in support in east Germany for the centre-right coalition, however, most opinion polls put the coalition ahead of the

opposition Social Democrats, still struggling after their crushing election defeat.

The DM400bn cost of restructuring east German companies projected by the Finance Ministry in Bonn is only a rough guide and does not take account of income from the sale of land and companies, according to officials.

It came in an internal report, written by Mr Horst Köhler, the state secretary, before the assassination on Monday night of Mr Detlev Rohwedder, the Treuhand chief, and was confirmed by

the Bonn ministry.

The Treuhand has so far sold nearly 1,000 of the 8,000 larger companies under its control and 25,000 shops and other service outlets, but privatisation has proved much more difficult than originally envisaged.

As well as paying for, or guaranteeing, new investment, the Treuhand will have to continue carrying east Germany's DM100bn of corporate debt and will now have to make payments to redundant workers.

Unemployment in east Ger-

many rose in March by 21,000 to 508,000, and the number of workers on short-time touched 2m, about one quarter of whom are in effect unemployed.

Meanwhile, the economy in west Germany continues to generate jobs, many of them filled by commuting east Germans. However, the February industrial production figures for west Germany show a seasonally-adjusted 2.5 per cent drop on the previous month reflecting largely a 2.5 per cent drop in the building sector caused by the cold snap.

## Salutary lesson for east Europe reformers

By William Dulforce in Geneva

GERMAN experience in integrating eastern Germany offers a salutary lesson for reforming countries in eastern Europe, the United Nations Economic Commission for Europe (ECE) says in its annual survey published today.

The rapid collapse of the centrally-planned economy of the former German Democratic Republic in the face of market forces - despite huge financial support from Bonn - has increased caution about the "big bang" approach to economic restructuring, says the ECE secretariat.

Reconstructing the east German economy will take much longer than envisaged after the collapse of the Berlin Wall, will preoccupy German policy-makers for several years and will be an important influence on economic developments in the rest of Europe.

The secretariat, which has monitored economic developments in the Soviet Union and east Europe for more than 40 years, recognises that the incorporation of the GDR into a united Germany is unique and could not be replicated elsewhere.

It points out that several approaches to converting centrally planned to market economies have emerged in east Europe against a background of deepening recession.

Output of all goods excluding services fell on average by 11 per cent in east Europe and by 4 per cent in the Soviet Union in 1990, according to the ECE survey.

The decline in output ranged from between 3 and 5 per cent in Czechoslovakia and Hungary to more than 10 per cent in Bulgaria, Poland and Romania.

Industrial production plummeted by an average of 17.5 per cent in east Europe and 1990 was the worst year for agriculture in a decade.

ECE economists forecast a big rise in unemployment throughout the region in 1991. However, they emphasise the need for the tough measures introduced by some east European

countries to control accelerating inflation and limit budget deficits.

The number of jobless is expected to exceed 6m in east Europe this year and reach 6.5m in the Soviet Union. Unemployment rates could range from about 4 per cent in Romania and the Soviet Union to 15 per cent in east Germany.

Falls in national output were much greater than expected and shared the following general causes:

● The old command systems of the centrally planned economies collapsed much faster than anticipated.

● Energy supplies were disrupted; Soviet deliveries to eastern Europe were more than 20 per cent lower than agreed.

● Gross fixed investment fell on average by 14 per cent in east Europe and by 4 per cent in the Soviet Union.

● It became increasingly difficult to obtain new commercial credit from the west.

The ECE highlights the hesitancy of western private investors and the dramatic reduction in commercial bank lending to eastern Europe last year.

Lending by banks reporting to the Bank for International Settlements fell by nearly \$7m in the first nine months of 1990 compared with a rise of \$9.3m in 1989.

Between October 1989 and January 1991, the number of foreign investments registered in east Europe and the Soviet Union rose from 2,900 to 18,700.

But the amounts were very small, averaging only \$500,000 per joint venture for January.

The report says there is a coherent framework of policies and targets in Poland, Hungary and Czechoslovakia, whereas the deterioration in the Soviet Union, Bulgaria and Romania "reflects a loss of central control and



Thin line: unemployed East Berliners wait to register in Marzahn district

the absence of coherent alternatives". The ECE secretariat finds the most encouraging developments in Hungary and Poland.

It cites "scattered evidence" of the growing role of the private sector in Hungary.

It adds that, in Poland, output (gross value added) grew by 17 per cent in the private manufacturing sector.

*Economic Survey of Europe, 1990-91, final report available in May, 380 from Sales Section, Palais des Nations, CH-1211 Geneva 10, or from UN shops.*

## Japanese trade union leaders agree to lower wage increases

By Robert Thomson in Tokyo

JAPANESE trade union officials, now concluding the annual spring ritual of wage bargaining, have apparently accepted the arguments of employer representatives that increases must be lower this year because economic growth has slowed.

In negotiations that will set wages for most Japanese workers, leading industries have offered increases of about 5.6 per cent, down from last year's 5.94 per cent, and indicated that they are willing to negotiate a cut in annual working hours. The government had feared that a large wage rise from the "spring offensive" would add to inflationary pressures. However a Finance Ministry official said the increase, expected to be 5.5 per cent on an all-industry calculation, is reasonable and unlikely to have a limited impact on prices.

The bargaining is not finished and Japanese railway workers yesterday gave their annual notice of an intended

strike. Yet the ritual is in its final days and leading unions have indicated satisfaction despite earlier demands for increases of 8 per cent or more.

Negotiations are on schedule and the precedents set by steel, electrical appliance, power, and motor companies will apply to most workers. Steel companies have formally offered 4.33 per cent, electrical appliance makers an average of 5.55 per cent, and power utilities about 5.6 per cent. Unions at Nippon Telegraph and Telephone (NTT) yesterday accepted a 5.03 per cent increase and cancelled a planned strike.

The decline in wage awards for the first time in four years is seen as a victory for companies, which are expecting a fall in profits this year. The decline comes despite a labour shortage, highlighted by the highest ratio of vacancies to job seekers, 146 to 100, for 17 years.

But the outcome of the negotiations reflects the increas-

ingly close relationship between Japanese unions and management, which argues that a higher increase would contribute to inflation, estimated to be 3.1 per cent for the year ending in March, the largest increase for nine years.

A leading Japanese newspaper, the Asahi Shinbun, which urged workers to bargain harder, and suggested that "there is something murky" about the wage negotiations. "What is called into question is whether the posture of labour in tackling wage negotiations, and the wage increases themselves are proper," the paper said.

Mr Kim Schoenholtz, a senior economist at Salomon Brothers, said the wage increase is "lower than would have been expected a few months ago" and suggested that "unions have become less aggressive and more practical" in assessing corporate profitability.

## Indian Hindus stage huge revivalist demo

By David Housego in New Delhi

INDIA'S Hindu revivalist movement demonstrated its strength yesterday by organising one of the largest rallies in the capital since independence. It thus achieved a success that could boost enormously the prospects of the militant Hindu Bharatiya Janata Party (BJP) in the coming general election.

It was the first time that Hindu leaders have intervened so openly and so massively in Indian politics in support of a particular party. The BJP's campaigning on this issue is also seen as close to violating the electoral code which forbids parties to seek votes on religious grounds.

The rally coincided with news that the state assembly of Uttar Pradesh, the largest state in the union and the one in which Ayodhya is located, was being dissolved as a result of the failure of Mr Mulayam Singh Yadav, the chief minister, to reach an understanding with the Congress Party. State Assembly elections will be held

in May at the same time as the general election.

In New Delhi, a mammoth crowd waving saffron flags and stretching further than the eye could see cheered wildly as Mr L. K. Advani, the BJP leader, pledged that "no power on earth can stop us from constructing the (Hindu) temple at Ayodhya." The proposed temple, which would be built on the site of a mosque at Ayodhya in northern India, is projected by the revivalists as a symbol of Hindu unity and resurgence.

Young men wearing saffron head bands expressed their enthusiasm for the controversial temple project with cries of "Jai Shree Ram" (victory to Ram). The temple would be dedicated to Lord Ram, a Hindu deity, said to have been born at Ayodhya.

The organisers claimed that more than 2m were present at the rally - although the police put the figure at several hundred thousand.

## Blood stains a shrine of the Iraqis

Continued from Page 1

the floor in rooms where officials said the rebels decapitated Iraqi army members.

Pleading together the story of what really happened in the south is difficult but, judging by interviews with residents, soldiers and officials, the rebels included many army deserters, political activists - some who came from Iran - and angry residents who had taken part in anti-government protests.

Officials in the Shia holy cities of Karbala and Najaf claimed many Iranian infiltrators were arrested by the authorities. Residents confirmed that they were Iranians among the rebels. Some also

guns were written in Persian. According to residents of Karbala, Iranians and Islamic opponents of the regime - apparently based in Tehran - entered the city with Iraqi troops who were withdrawing from Kuwait. "They were dressed in Iraqi army uniforms and heavily armed," said one resident.

Residents and soldiers said it did not take more than a few hours for the army to recapture the two cities. The Iraqi government sent the elite Republican Guard to quell the unrest.

"We first fought in Karbala, then Kirkuk before we came to Arbil," said a young member of the Guard.

The regime hopes the reassertion of its authority will discourage neighbouring Iran and Syria as well as the west from backing the Iraqi opposition in exile to embark on another uprising.

Mr Saddam Hamadi, the newly-appointed prime minister, promised fundamental structural changes in the political system in a televised speech over the weekend.

This pledge, along with a televised meeting of the cabinet, chaired by Mr Saddam, suggest the process of separating the head of state's powers from the executive might have started.

Agencies assess scale of exodus, Page 4.

## Aid urged for Kurds

Continued from Page 1

Iraq's withdrawal from Kuwait, and the position of the Kurdish rebels. Their plight was "very distressing and malignant" - but it is wholly within the borders of Iraq and we have no international authority to interfere," he said.

The prime minister rejected the criticism that the response to the Kurds' plight had been tardy, and said that assistance had been provided over the last few weeks and months. There had been, he said, "a considerable amount of forethought and planning".

His comments were seen as an implicit response to the suggestion that the government had only increased its

efforts after a call from Mrs Margaret Thatcher, his predecessor, on Wednesday.

He also said that the allies had encouraged the Kurds to revolt against Saddam Hussein, saying it had always been the case that the Iraqi military was in the best position to get rid of Saddam's regime.

Mr Neil Kinnock, leader of the opposition Labour party, welcomed the steps the British government had taken to respond to the crisis. He acknowledged the restraints on military intervention by the allied forces, and called for the international economic sanctions against Iraq to be maintained until attacks on civilians had stopped.

## The banks take care of WPP

WPP's \$1bn-plus rescue package is a mirror image of the Saatchi & Saatchi deal. Saatchi's ordinary shareholders suffered atrocious dilution and were asked to put up extra cash. WPP's reconstruction is a pure banking deal, leaving the equity base untouched. It is a moot point which set of shareholders ends up better off.

The first eyebrow-raising part of the package is less startling: up to \$20m, or a quarter of WPP's present market value. On top of that, the company has to pay 2 percentage points over Libor on its debt, live within interest cover rising from 2.0 to 2.5 times and forgo all access to the profits of its operating subsidiaries until debt has been sufficiently reduced. Something over \$400m must be repaid by June 1993 and another \$600m by 1997.

Frederick dividends will not be paid until June 1993 at the earliest, by which time there will be a backlog of \$45m to clear off. Add in some \$20m a year for cash earn-out commitments and ordinary shareholders may well ask themselves whether they will see any dividends this side of the millennium.

In such circumstances, the shares are impossible to value. The state of current trading is of relevance only to the banks. An attempt might be made to derive a present value for future revenues in the Euro-tunnel manner: but the uncertainties surrounding WPP's future make Eurotunnel's valuation look positively scientific. Since the market began to realise a month ago that WPP was not going bust after all, the shares have outperformed a rising market by 170 per cent. Where they go from here can be of interest only to the specialist.

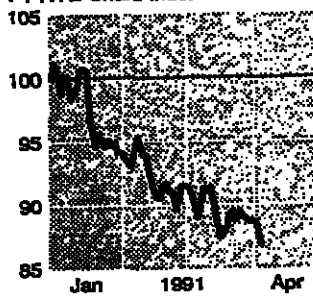
## Costain

Costain's rights issue is a distress call par excellence. High interest charges and a further hefty land write-down have almost erased profits above the line: balanced sheet gearing is now almost 100 per cent and the company's recent stock market underperformance has been such that a whopping 10.5 per cent yield has been offered to shareholders as an inducement to stump up the cash. Surely raising new equity was intended to be cheaper than going to the bank.

The market's reaction in putting the shares higher yesterday shows a touching faith in Costain's ability to claw its way back. The contracting and

## Oil &amp; Gas

Share price relative to the FT-A All-Share Index



Source: Datastream

engineering business retains its quality in still competitive markets. But the group as a whole has paid a grievous price for trying to reinvest the cash generated by these activities in mining and residential property simultaneously. The Pyro coal acquisition in the US may have been dogged by bad luck, but the property excursion in the UK has so far proved an unmitigated and hugely expensive disaster. Trading losses on the housebuilding side last year have not been disclosed but may add a further \$15m to the \$45m of accumulated land write-downs.

The worrying thing is that the balance sheet repairs are not yet complete. Doubtless, borrowing can be further reduced in due course through disposals and cash flow. The immediate effect of the rights issue, though, is to leave gearing at a still unacceptably high 70 per cent. Presumably the company would like to be asked for more than \$70m if it had dared, but had left it too late. The lesson was rubbed in yesterday by the \$44m cash call from Istock Johnson, which foresees a difficult year and is seeking shareholder support in advance.

## NatWest

Lord Alexander, National Westminster Bank's chairman, is turning out to be a pretty mean sabbat-rattler. Hard on the heels of his profits ultimatum to County NatWest comes another to Bancorp. NatWest's costly US subsidiary, however, has been offered to shareholders as an inducement to stump up the cash. Surely raising new equity was intended to be cheaper than going to the bank.

Put bluntly, Bancorp has been NatWest's Crocker Bank, running up \$363m of net losses between 1985 and 1990 and devouring huge quantities of capital. But while it might

regret over-paying in the first place, NatWest is unlikely to be thinking seriously about its disposal. The market for US banks stocks is fast picking up and Bancorp could conceivably be making steady profits by the second half of this year. A UK director has just been installed to run the bank. To sell anywhere near the bottom of the cycle would open Lord Alexander to the very criticism he is implicitly making about NatWest's previous management.

## Oil sector

As the FTSE moved to its all-time high this week, the oil sector was falling in absolute terms. Having trailed the market since the end of the Gulf war, it now stands at its lowest relative yield since the early 1980s. Among individual shares, Enterprise has underperformed in that period by 20 per cent. Ultramar is on a three-year yield relative low and its historic p/e stands at a 21 per cent discount to the market.

On the face of it, the explanations are clear enough. Oil shares are less highly geared to economic recovery than the more cyclical sectors. The longer-term outlook for crude prices may be on balance favourable, but there is unlikely to be any upward movement this quarter from the current \$18 per barrel. The exploration companies remain unattractive as asset plays. Even at their depressed levels, shares in the sector are not so far out of their recent trading ranges as to be obviously cheap.

But it may be that in concentrating on the economic cycle, the market has underestimated the effect on oil company earnings of the rise in the dollar. BP, for example, will enjoy a welcome increase in its cash flow and will not be alone in finding it much easier to deliver real dividend growth. Demand for oil has yet to be affected by higher prices in local currencies. Last month's Opec meeting allowed Saudi Arabia and Iran to lay the ground for further co-operation in June. The few completed asset sales have implied steady values.

This scarcely makes a case for a bull run, more an argument that the underperformance may have gone too far. If the FT-SE loses momentum, the sector will bounce anyway. Before then, investors with medium-term horizons will doubtless be thinking about increasing their weightings.

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## INTERNATIONAL COMPANIES AND FINANCE

## ADT plans to sue Laidlaw over 'reckless allegations'

By Richard Gourlay

RELATIONS between ADT and its largest shareholder, Laidlaw, continued to spiral downwards yesterday when the car auctions and security company said it would sue the Canadian waste management group for defamation.

The case against Laidlaw and its chief executive, Mr Donald Jackson, will be filed in a UK court. It follows a complaint made before a New York District Court on Monday in which Laidlaw alleged ADT directors had manipulated their company's share price for several years through transactions between ADT and its affiliates.

ADT said its defamation case would be based on the "untrue, scurrilous and reckless allegations" contained in Laidlaw's New York case which had been reported internationally.

The latest court action further raises the temperature of a struggle for control of ADT's board on which Laidlaw has no representation in spite of its 28.4 per cent stake.

Laidlaw's case includes a request for the New York court to nullify an agreement with ADT that has left it with no representation.

Mr Michael Ashcroft, ADT's chairman, also

described as "blatantly incorrect" Laidlaw's allegation he had sold 5 per cent of the shares of BAA, the former British Airports Authority, last November shortly before ADT sold 23m shares in BAA. Laidlaw claimed Mr Ashcroft had used inside information to sell his own stock before the market knew of ADT's sale.

ADT said in a statement: "Mr Ashcroft wishes categorically to state in public that, other than through ADT, he has never held a personal interest (including any family or associated interest) in any shares in BAA."

## Affiliate pulls Nissan Motor down by 40%

By Stefan Wagstyl in Tokyo

NISSAN Motor, the Japanese carmaker, is expected to report a 40 per cent fall in consolidated net profits for the year to the end of March.

The company blames poor market conditions and the cost of covering the losses of Ikeda Bussan, a group components manufacturer, which suffered heavily through securities investments.

While other Japanese carmakers are suffering from the effect of weak demand in world markets, particularly in the US, the crisis at Ikeda means the decline in profits at Nissan will be particularly severe.

Nissan's shares fell ¥24 to ¥776 yesterday while those of other leading manufacturers rose.

Stockbroking analysts forecast group net profits will fall to around ¥70bn (\$509m) from ¥116.01bn last year.

Nissan, which owns 43 per cent of Ikeda, said it was not making a forecast but conceded its affiliate's losses would have an impact on the group result.

Ikeda said it would report a ¥33.7bn loss for the year to the end of March, compared with a net profit last year of ¥960m, due to losses on its investments plus heavy interest charges incurred funding its financial portfolio.

Nissan is to rescue Ikeda by sending in employees and assisting with its financing and sales.

The rescue shows how financial crisis and second and third-tier companies are affecting Japan's top corporations. In Japan, large groups are expected to stand by their affiliates if they can afford to do so. Nissan said it was rescuing the company because the underlying manufacturing business was sound. The problems were in Ikeda's zaitech - or financial investments - said Nissan.

Bankers expect more such bail-outs as problems caused by last year's fall in stock market prices and weakness in the property market drive more small and medium-sized companies to the brink of bankruptcy.

## GKN buys east German group

By John Griffiths in London

GKN, the UK components, industrial services and defence group, is making its first significant push into eastern Europe through the purchase of an east German motor components maker, Gelenkwellenwerk Mosel (GWM).

GWM employs 1,335 people to produce constant velocity driveshafts for cars at Mosel, southern Saxony. The acquisition is seen by GKN as the first of what could be several ventures to exploit the growth potential of vehicle markets in eastern Europe.

Two million cars were pro-

duced in eastern Europe last year - excluding east Germany - but GKN believes that annual output is set to grow to 3m by 1995.

In east Germany, GKN expects annual car output to rise to 400,000 by 1995, compared with 150,000 last year, as the planned car plants of Volkswagen, General Motors and others come on stream.

GKN is paying only DM4m (\$2.4m) for GWM, to cover plant, machinery and stocks, with the land and buildings being taken over on a long lease. However, it expects to

invest up to £25m (\$44.5m) over the next three to four years in completely refitting the manufacturing operations.

GWM was set up in 1978 initially to supply constant velocity joints for the outdated Trabant. In the past 10 years, its customer base has broadened to include Citroen, Peugeot, Skoda of Czechoslovakia, and the Yugoslav carmaker, Zastava.

GWM is also virtually certain to be the supplier of the driveshafts for the Golf and Polo cars which Volkswagen will begin assembling later this

year at a new plant in Mosel. However, neither GWM nor Volkswagen will confirm any formal agreement.

GWM is also a likely front runner to supply driveshafts to the plant which Opel is building in Eisenach, eastern Germany.

The Eisenach plant will produce 150,000 cars a year by the mid-1990s.

Despite extensive job losses in eastern Germany, as its outdated industries face the full force of international competition, GKN said last night it planned no redundancies.

## Costain in £77m fundraising

By Jane Fuller in London

COSTAIN Group, the UK construction, mining and engineering concern, is raising £77m (\$137) in a rights issue to help reduce net debt from a peak of £372m.

UK building and property groups have tapped the market for a total of £650m in nine rights issues so far this year.

Costain's two-for-seven issue of 51m shares, at 15p each, was anticipated by the market and Costain's share price gained 5p to close at 220p yesterday. This was in spite of a 90 per cent slump in taxable 1990 profit to £5.5m on turnover of £1.49bn, down from £1.35bn.

The pre-tax fall from £57.7m itself a sharp decline, included a £25m write-down in land values, against £20m last time, reflecting the concentration of sites in the south of England

and the weight of purchases made in the higher-price days of 1987 and 1988.

Mr Peter Sawdy, chairman, said Costain had planned a rights issue in 1989, when it paid £121m for outstanding stock in Pyro Energy, a US coal mining company. Legal difficulties prevented an issue and the July purchase sent gearing up to 75 per cent.

Less than two months later, an explosion which killed 10 people and shut the mine for 14 weeks and production was severely disrupted for most of last year.

Interest payments, inflated by the acquisition, rose £10m to £3.9m, eating into operating profit of £54.4m, down from £101.6m.

The £77m rights issue proceeds, plus disposals and cuts in investment and working

capital, would substantially reduce gearing from its year-end level of 80 per cent. That was on net debt of £253m, a £110m reduction since the previous December. The more recent figure of £372m represented a seasonal high.

Costain held its final dividend at 7.7p for a total of 12.25p and plans to maintain it this year. Earnings per share were 12.2p, against 26.8p, before land write-downs and 1.5p, against 21.5p, after them.

Commercial and residential property lost £2.7m compared with a 1989 operating profit of £34.3m. The value of the commercial property portfolio fell to £142m from £206m.

Mining profit improved to £40.1m from £37.9m, after a strong performance in Australia. Lex, Page 14

## Japanese banks form commercial link

By Stefan Wagstyl

DAI-ICHI Kangyo Bank, Japan's largest commercial bank, yesterday announced a wide-ranging business tie-up with Jonan Shinkin Bank, the country's biggest community bank.

The agreement, which covers the mutual introduction of customers and joint development of services, is the first such comprehensive venture between a large commercial bank and a local bank.

Bankers say other banks could strike similar deals as they respond to increased com-

petition created by financial deregulation.

Small banks prefer tie-ups to being taken over by large institutions, especially as such takeovers usually occur when a small bank is in difficulties.

For example, last month Tokai Bank, a leading commercial bank, acquired Sanwa Shinkin Bank, a small unit which over-extended itself with loans to property and stock market investors.

With deposits of ¥2,200bn (\$1.59bn) last September, Jonan Shinkin is regarded as one of

the most successful of Japan's 450 "shinkin" banks, which rank in size below regional banks and above credit unions. The bank is based in Tokyo, an area where large banks are particularly keen to expand.

It already has a link with the Bank of Tokyo, the large commercial bank, in foreign exchange, but this is much narrower than the tie-up envisaged with Dai-ichi Kangyo.

Mr Minoru Makabe, the Jonan president, said a small bank could not provide the range of services required.

## Poliet advances to FF1.14bn

By George Graham

POLIET, the building materials group at the centre of a series of share offers by the Paribas investment banking group, has announced a FF439m jump in net profits to FF1.14bn (\$202m) last year, thanks to a FF670m exceptional profit on the sale of its plaster businesses last year to BFB Industries.

The company said net profits from its operating divisions rose 16 per cent to FF843m, but it had to write off FF79m of goodwill and made an exceptional provision of FF40m for the cost of restructuring companies it acquired in the country sector.

The FF77bn to FF12bn series of paper offers launched last week by Paribas is expected to give Poliet outright control of Ciments Français, the second largest French cement group, of which it already owns 28.5 per cent, and in turn place Poliet under the full control of Paribas, which currently owns 39.4 per cent.

Mapfre rises 37% CORPORATION Mapfre, Spain's biggest insurance group, reported a 37 per cent rise in consolidated net profit last year, helped by a sharp rise in investment income. AP-DJ reports from Madrid.

The insurer reported net profit of Ptas4,45bn against Ptas3,23 bn in 1989.

"Our investments are beginning to pay off," Mr Domingo Sugranyes, the general manager said.

## US leads corporate advisers

By Brian Bollen in London

US BANKS appear to be winning the battle to advise corporate Europe. They fill six of the top 10 places in the first European cross-border bids league table compiled by FT Mergers & Acquisitions International magazine.

The table includes only completed and lapsed cross-border bids with a continental European or UK arm.

Goldman Sachs leads the table, as it does the magazine's broader international rankings,

## EUROPEAN CROSS-BORDER BIDS (Jan 1 to Mar 31 1991)

Adviser	Value \$m	No of Bids
1. Goldman Sachs	3,941	5
2. Lazard Group	3,806	8
3. Lehman Bros Intl.	3,751	5
4. Morgan Grenfell	2,823	8
5. Baring Bros.	2,644	2
6. Chase Manhattan	2,140	6
7. Morgan Stanley	1,933	7
8. First Boston	997	5
9. S.G. Warburg	890	5
10. J.P. Morgan	627	8

Includes only completed or lapsed cross-border bids with a continental European or UK link.

with five transactions totalling \$3,941m.

The Lazard group and Lehman Brothers International are close behind with transactions worth \$3.81bn and \$3.75bn respectively.

The rankings are dominated by two large transactions com-

pleted in the first quarter: Allianz of Germany's \$3.3bn purchase of Fireman's Fund Insurance Company of the US and Northern Telecom of Canada's \$1.34bn (\$2.38bn) acquisition of the UK's STC.

The top 10 banks recorded 49 deals, totalling just over \$11bn.

## Uddeholm improves to SKr233m

By Robert Taylor in Stockholm

UDDEHOLM, the Swedish steel company, yesterday reported a 5 per cent improvement in its profits for 1990 to SKr233m (\$38.5m), after financial items, compared with SKr222m in the previous year. It said that, due to weaker demand for steel products, profits for 1991 were expected to be worse.

Sales last year fell to SKr2,676m from SKr2,823bn in 1989, while profit per share

rose to SKr6.10 from SKr7.70.

Last December, Uddeholm said it intended to merge with Boehler, a unit of Austria's state-owned Voest-Alpine Stahl, to create the world's largest maker of special tool steels.

• Trelleborg, the Swedish mining and industrial conglomerate, has signed a co-operation agreement with the German company Phoenix,

one of Europe's leading rubber manufacturers, for technical and commercial development.

Mr Frederik Arr, president of Trelleborg Industries, the parent company of the rubber and plastics business of the group, said the two companies had "many points in common".

Phoenix, with its headquarters in Hamburg, had a turnover of DM1.1bn (\$651m) last year.

## société nationale elf aquitaine

- 1990 consolidated financial statements
- Consolidated net income increased 47% from 1989 to FRF 10.6 billion in 1990
- Dividend increased by 19% to FRF 12.50 per share

## CONSOLIDATED FINANCIAL STATEMENTS - KEY FIGURES

The Board of Directors of Société Nationale Elf Aquitaine on March 27, 1991 approved the consolidated financial statements of the Elf Aquitaine Group.

In billions of French francs	1990	1989	1988
Sales	175.5	149.8	128.1
Funds generated from operations <sup>(1)</sup>	27.9	27.4	23.0
Capital expenditures <sup>(2)</sup>	31.4	26.7	23.7
Operating income	20.5	12.8	10.8
Net income	10.6	7.2	7.2
Earnings per share (after share split in 1990 - in FRF)	44.0	33.5	36.0

(1) Before expensing exploration

(2) Including capitalized exploration

1990 sales rose 17% from 1989 principally due to crude oil price increases and the incorporation of Orkem's activities. Net income includes non-recurring items amounting to a FRF 1.2 billion after tax gain in 1990. Excluding these items, net income increased slightly to FRF 9.4 billion compared with FRF 9.2 billion in 1989. This stability reflects the complementary nature of the economic cycles of the Group's activities; oil and natural gas, chemicals and health care.

The operating income by industry segment is presented below:

In billions of French francs	1990	1989	1988
Oil and Gas			
Exploration Production	11.8	8.0	3.7
Refining, Marketing and Trading	1.4	1.2	0.2
Chemicals	5.7	2.3 <sup>(1)</sup>	5.5
Human health care, Bio-activities and Perfumes	1.6	1.3	1.4
TOTAL OPERATING INCOME	20.5	12.8	10.8

(1) After non-recurring write-downs of the US minerals assets

Oil production increased significantly, totalling 25.8 million tonnes net of royalties compared with 22.8 million tonnes in 1989. Natural gas production totalled 12.8 billion cubic meters net of royalties against 14.6 billion cubic meters in 1989. Crude oil now represents 70% of combined oil and gas production.

In the refining, marketing and trading segment, 1990 was marked by on-going efforts to improve productivity and to improve refining margins. As part of its policy to internationalize downstream operations, the Group acquired Amoco's assets in Great Britain and a 20.5% interest in the Spanish Company, Cepes. The oil trading subsidiaries handled a volume of 66 million tonnes as compared with 59 million tonnes in 1989.

The Group continued to develop its specialty chemicals activities worldwide and to strengthen its petrochemical and commodity plastics businesses in Europe. This growth includes Panmure's operations for a full year and Orkem activities incorporated into Atochem in 1990. The diversification of the chemicals business between several areas of specialization along with continuing rationalization programs allowed the Group's chemical segment to hold its own in a less favourable economic climate.

The Human health care, Bio-activities and Perfumes businesses were penalized by the decline of the dollar and the yen versus the French franc. However the human health operations showed continued strong growth both in France and overseas.

Group capital expenditures totalled FRF 31.4 billion, up 18% from 1989. They were financed principally through internal sources of funds, thus allowing Elf Aquitaine to maintain its strong financial structure:

- shareholders' equity before appropriation of net income stands at FRF 76.6 billion,
- the consolidated net debt ratio (ratio of short and long term debt net of cash and marketable securities to shareholders' equity plus minority interests) remains low at 18.9% as compared with 13.2% in 1989.

## PROPOSED DIVIDEND PER SHARE

The Board of Directors also approved the financial statements of the Parent Company SNEA whose net income amounted to FRF 5,618 million in 1990.

The Board has decided to propose at the Shareholders' Annual General Meeting on May 15, 1991 a dividend of FRF 12.50 per FRF 50 nominal share (FRF 18.75 per share including the tax credit).

The total proposed dividend distribution of FRF 3,069 million represents 29% of the consolidated net income and 55% of the net income at Parent Company level. The dividend will be paid on July 2, 1991.

## N.V. Philips' Gloeilampenfabrieken (Philips Industries) and N.V. Gemeenschappelijk Bezit van Aandeelen Philips' Gloeilampenfabrieken (Philips' Lamps Holding) Eindhoven (The Netherlands)

## Notice convening the ORDINARY GENERAL MEETING OF SHAREHOLDERS

to be held on Thursday, May 2, 1991, at 1.00 p.m., in the Evenementenhal in Eindhoven, entrance Mathildelaan/Frederiklaan. Shareholders of N.V. Gemeenschappelijk Bezit van Aandeelen Philips' Gloeilampenfabrieken are also entitled to attend the Ordinary General Meeting of Shareholders of N.V. Philips' Gloeilampenfabrieken to be held at the same time and at the same place.

The Annual Report 1990 of both companies as well as the complete agendas for both meetings have been deposited for inspection and are available free of charge at the office of the Company (Corporate Finance Securities), Groenewoudseweg 1, Eindhoven and at the head offices of the banks listed below.

The items on the agendas are as follows:

## N.V. PHILIPS' GLOEILAMPENFABRIEKEN

1. Opening.
2. Report on the activities of the Philips group in the financial year 1990.
3. Report of the Supervisory Board on the financial statements for 1990.
4. Adoption of the 1990 financial statements and discharge of the members of the Board of Management and the Supervisory Board.
5. Proposals to change the structure of the Company.
  - a. Proposal to amend the Articles of Association.
  - b. Retirement of members of the Supervisory Board.
  - c. Appointment of Philips Electronics N.V. as sole manager of the Company.
6. Any other business.
7. Conclusion.

## N.V. GEMEENSCHAPPELIJK BEZIT VAN AANDELEN PHILIPS' GLOEILAMPENFABRIEKEN

1. Opening.
2. Report of the Board of Governors for the financial year 1990.
3. Adoption of the 1990 financial statements and discharge of the members of the Board of Governors.
4. Proposals to change the structure of the Company.
  - a. Proposal to amend the Articles of Association.
  - b. Resignation of members of the Board of Governors.
  - c. Composition of the Board of Management of Philips Electronics N.V.
  - d. Composition of the Supervisory Board of Philips Electronics N.V.
  - e. Remuneration of the members of the Supervisory Board.
5. Designation of the Board of Management as the body which is authorised to issue shares or rights to shares and to restrict or exclude the pre-emption right accruing to shareholders.
6. Authorisation of the Board of Management to acquire shares in the Company.
7. Any other business.
8. Conclusion.

In so far as this is laid down in the Articles of Association, the proposals for nominations, together with information relating to the persons proposed, as well as the proposals to amend the Articles of Association have been deposited for inspection and are available free of charge at the office of the Company (Corporate Finance Securities) and at the Amsterdam-Rotterdam Bank N.V., Herengracht 595, in Amsterdam.

Shareholders of N.V. Philips' Gloeilampenfabrieken who wish to attend the meeting either in person or by proxy, must notify the Company not later than

April 19, 1991, in the way indicated in the letter of convocation sent to them by the Company.

Shareholders of N.V. Gemeenschappelijk Bezit van Aandeelen Philips' Gloeilampenfabrieken who wish to attend the meetings, either in person or by proxy, must notify the Company not later than April 19, 1991.

The following regulations apply.

A. Holders of share-certificates to bearer: they should deposit such certificates not later than April 19, 1991, at one of the following banks in exchange for a receipt which will entitle the holder to admission to the meeting.

In the Netherlands: the Amsterdam-Rotterdam Bank N.V. in Amsterdam, Herengracht 595; the Algemene Bank Nederland N.V. in Amsterdam, Vijzelstraat 32; or at the office of the Company (Corporate Finance Securities).

In the United Kingdom: Hill Samuel Bank Ltd., London.

In other countries: at the banks designated for such purpose. Further particulars can be obtained from Hill Samuel Bank Ltd., London.

B. Holders of registered shares: they must notify the Company not later than April 19, 1991, in the way indicated in the letter of convocation sent to them by the Company:

- with respect to shares of the Eindhoven Registry: at the office of the Company;
- with respect to shares of the New York Registry: at the office of Bankers Trust Company, Corporate Trust & Agency Group, P.O. Box 318, Church Street Station, New York, N.Y. 10015.

Requests for copies of the Philips Annual Report 1990 should be sent to N.V. Philips' Gloeilampenfabrieken (Corporate Finance Securities), P.O. Box 218, 5600 MD Eindhoven.

Eindhoven, April 5, 1991

PHILIPS



## INTERNATIONAL COMPANIES AND FINANCE

## GFSA mines hold decline to 7.5%

By Philip Gawth in Johannesburg

COMING in a week which saw the local gold mining industry hit by a mine closure and the suspension of a big exploration project, the seven mines managed by Gold Fields of South Africa (GFSA) performed better than expected to report only a 7.5 per cent decline in after-tax profits to R219.8m (\$73.6m) in the March quarter.

The gold price received was 1 per cent down on the previous quarter at R30.925/kg.

Production and revenue were largely unchanged at 28,267kg and R575.3m. An indication of

hard times, however, was the

drastic reduction in capital expenditure from R209.6m to R141.5m, with only vital long-term projects being pursued.

Mr Alan Munro, executive director, said both East and West Driefontein had done well to lower their costs per ton milled. East Driefontein battled with production difficulties which saw the yield drop from 8.2 to 7.9g/t. He described the yield of 11.4g/t at West Driefontein as the outstanding feature of what was "a fair and away the best mine in the industry" on any measure.

The mine produced 8,027kg of gold in the quarter at a profit of about R15,000/kg to record a working profit of R128.5m.

Working profit at East Driefontein was R87.5m and the combined after-tax profit of Driefontein Consolidated was R128.5m.

Driefontein was the only mine in the group to pay tax and there are probably only three other mines in the industry which will pay tax this year.

Kloof, the other very rich mine in the group, did well to

lift its grade, from 12.5 to 12.8 g/t, and gold production to 6,937kg, given severe disruption caused by a shaft accident. Production commenced during the quarter at the Leeudorn division. After-tax profit declined to R61.5m from R81.3m.

Of Venterspost, the group's most marginal mine, Mr Munro said: "The patient is still alive, but gravely ill." The mine made a working loss of R8.1m. Also in difficulty are Libanon and Doornfontein, which made working losses of R1.2m and R7.7m respectively.

Mr Olav Furnes, KE's president, said he could not disclose the purchase price but explained that with the deal came a purchase option for his company to fully acquire R.J. Brown and Associates in two separate 20 per cent acquisition phases.

The takeover of the company propels KE to a strong position to compete in markets outside the North Sea. In particular, the company's presence in south-east Asia, where it has been working since 1981, will be strengthened substantially.

R.J. Brown and Associates was established in 1969 and has main offices in Houston, London, Singapore and Sydney.

Mr Furnes said: "The combined strength of R.J. Brown and Associates and Kvaerner Engineering in south-east Asia will enable us to extend our product range and to undertake larger deliveries, making us a powerful offshore engineering organisation in a region where investments are expected to be high over the next few years."

In a deal announced earlier this week, EB Corporation, the Norwegian unit of ABB Brown Boveri, the European electrical and engineering group, was strengthened by ABB's acquisition of Veco Gray, one of the world's leading suppliers of underwater production equipment for the oil and gas industry.

Colon has annual sales of about DKK1.1bn and is Denmark's biggest producer of corrugated cardboard with a market share of 30 per cent.

Mr Tony Hill, Ansett spokesman, said yesterday, in response to reports that Qantas would immediately seek full international rights, if the government agreed to the Qantas request.

According to a report in yesterday's Australian Financial Review, the federal cabinet would soon consider a Qantas request to buy a stake in Australian Airlines as part of the privatisation process for the two state-owned airlines.

Qantas, expected to be partially privatised soon with the flotation of 49 per cent of its capital to the public, is expected to make an operating loss this year of about A\$350m (US\$271m). The airline may break even after the sale of 10 of its Boeing 747 aircraft.

Last month, a dozen of the

airline's most senior executives said they would be taking 5 per cent salary cuts as part of the cost-cutting measures.

Mr Ward said the airline was still going through the "painful process" of identifying job cuts. He said losses of about 3,500 would be a reasonable estimate but that 5,000 was at the upper end of options.

"If we can identify ways of reducing staff numbers by 5,000 and keep our standards and growth prospects alive, that's what we'll do," he said in a radio interview.

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## Australian Air back in profit

By Mark Westfield in Sydney

AUSTRALIAN Airlines, the government-owned domestic carrier, has weathered the turbulence of deregulation and the loss of its 17,000 employees to report a A\$9.7m (US\$6.95m) profit for the financial year to December 31.

This compares with the reported loss of A\$48m for the corresponding period in 1989, when the country's 1,500 domestic pilots resigned over a pay dispute and plunged the industry into a drawn-out and costly confrontation.

Mr John Schapp, Australian Airlines' chief executive, predicted in November that the airline, which is due to be privatised, would earn between A\$80m and A\$100m for the financial year ended on June 30. His forecast was made before the Gulf crisis had increased the airline's fuel bill by an additional A\$66m and reduced the number of overseas tourists flying into Australia.

Mr Ted Harris, chairman, yesterday declined to predict the full-year result, but said it would be helped by the sale of aircraft.

Mr Harris said Australian Airlines had suffered from the effects of a price-cutting war after the domestic airline industry was deregulated on November 1, and an unexpected drop of about 9 per cent in passenger numbers.

A new rival airline, Compass Airlines, reported a A\$1.6m loss for the same six months.

Mr Harris said: "The combined strength of R.J. Brown and Associates and Kvaerner Engineering in south-east Asia will enable us to extend our product range and to undertake larger deliveries, making us a powerful offshore engineering organisation in a region where investments are expected to be high over the next few years."

In a deal announced earlier this week, EB Corporation, the Norwegian unit of ABB Brown Boveri, the European electrical and engineering group, was strengthened by ABB's acquisition of Veco Gray, one of the world's leading suppliers of underwater production equipment for the oil and gas industry.

Colon has annual sales of about DKK1.1bn and is Denmark's biggest producer of corrugated cardboard with a market share of 30 per cent.

Mr Tony Hill, Ansett spokesman, said yesterday, in response to reports that Qantas would immediately seek full international rights, if the government agreed to the Qantas request.

According to a report in yesterday's Australian Financial Review, the federal cabinet would soon consider a Qantas request to buy a stake in Australian Airlines as part of the privatisation process for the two state-owned airlines.

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## SANOFI'S PERFORMANCE IN 1990 SHOWS FIRM RESISTANCE

At a meeting held on March 26th, 1991, the Board of Directors of Sanofi, a company within the Société Nationale Elf Aquitaine Group, reviewed the consolidated financial statements of the Company for the fiscal year ended December 31st, 1990.

(In millions of FRF)	1990	1989	Variation
Sales	18,554	17,195	+ 7.9%
Operating margin	1,946	1,662	+ 17.1%
Net income for the year	853	936	- 8.9%
Working capital provided by operations	1,627	1,595	+ 2.0%

Sales rose by 7.9%. On a comparable basis and at constant exchange rates, sales revenue would have increased by 3.5%. Sanofi's share of consolidated net income for the year totalled FRF 853 million, a decrease of 8.9% compared with 1989.

These operating results take account of an additional tax on promotional expenditure for medicinal products in France, amounting to FRF 31 million. Excluding this phenomenon and at 1989 exchange rates, net income would have risen by 10% over 1989.

The following emerges from an analysis of this variation:

- an increase of more than 2% in the gross margin ratio;
- a correlated 17% increase in the operating margin, achieved entirely in the second half of the year, representing 10.5% of sales, compared with 9.7% in 1989. Research and Development expenditure amounted to FRF 1,647 million;
- a significant increase in interest expense which, nevertheless, remains at a moderate level (2.1% of sales in 1990 as opposed to 0.7% in 1989).

**ANALYSIS BY SEGMENT**

The Human Healthcare segment registered a 9.5% rise in sales and a 15.8% increase in the operating margin (FRF 1,740 million), mainly due to expanded growth in overseas markets. Despite the negative impact of the unfavourable trend in the exchange rates of certain currencies, the operating margin for the Bio-Activities segment rose from FRF 475 million to FRF 494 million, propelled by the improved performance of the Seeds and Food Additives divisions, the growth of which offset the declining profitability of the Rendering business.

The Perfumes and Beauty Products segment was affected by a sluggish world market for alcohol-based luxury perfumes. The year 1990 was marked by the integration of Parfums Sten (Oscar de la Renta) and the overall segment recorded an operating margin of FRF 116 million, a twofold increase over 1989.

Sanofi's share in the net income of associated companies registered a slight decline, decreasing from FRF 181 million in 1989 to FRF 172 million in 1990.

**INVESTMENTS AND FINANCIAL POSITION**

Capital investments were maintained at a high level of FRF 2.4 billion, compared with FRF 2.5 billion in 1989.

Major financial investments were made in the Bio-Activities sector where FRF 739 million were invested to acquire the US food flavours concern, Continental Flavors and Fragrances, and in the Human Healthcare sector where the diagnostics division was reinforced.

Working capital provided by operations rose slightly to FRF 1,627 million.

Total investments made over the last two fiscal years required recourse to external credit facilities which in no way affected the stability of the Company's financial position. The ratio of long and medium term debt to equity was 23%, whereas the overall debt/equity ratio was 37%.

Working capital rose to FRF 4.3 billion.

**EARNINGS PER SHARE**

Net earnings per share, amounting to FRF 49.80, decreased by 16% taking into account the 8.5% increase in the weighted average number of shares of common stock that remained outstanding subsequent to the capital stock issue effected in early 1990 in exchange for shareholdings in Parfums Sten.

**FINANCIAL RESULTS FOR THE PARENT COMPANY, SANOFI S.A.**

During the same meeting, the Board of Directors also reviewed the financial statements for the parent company, Sanofi S.A., which reported net income of FRF 696 million for the year ended December 31st, 1990.

**FINAL DIVIDEND RECOMMENDATION**

At the Annual General Meeting of Shareholders to be held on May 30th, 1991, the Board of Directors will propose to maintain a net dividend per share of FRF 22. Moreover, shareholders will be afforded the possibility of opting for payment of the dividend in shares, the issue price per share being equal to 90% of the average share value for the 20 trading sessions of the Paris Bourse preceding the Annual General Meeting of Shareholders.

YOUR LIFE TODAY AND TOMORROW

## AT&T acts to dilute control of Unix unit

By Louise Kehoe  
in San Francisco

AT&T has sold shares in its Unix Systems Laboratories subsidiary which is responsible for the development and licensing of the Unix computer operating system, to 11 computer industry concerns.

The equity sales represent a move by AT&T to dilute its control of Unix in an effort to promote the operating system as an industry wide standard.

Investing in Unix are Amstar, Motorola, Novell and Sun Microsystems of the US, KCL and Olivetti from Europe as well as Fujitsu, NEC, Oki Electric and Toshiba of Japan and the Taiwanese Institute for Information Technology.

Terms of the sale were not disclosed, but the investors are believed to have collectively acquired slightly more than 20 per cent of Unix for a reported \$55m. In addition, 10 per cent of shares in Unix have been reserved for employees.

By divesting a portion of Unix, AT&T also aims to boost industry support for its version of Unix, which competes with an alternative version developed by the Open Software Foundation, whose members include IBM, Digital Equipment and Hewlett-Packard.

Mr Robert Kayner, AT&T group executive who heads the company's computer operations, said: "AT&T is convinced that the best way to nurture the growth of the Open Systems movement, and to share in it ourselves, is to establish an independent Unix Systems Laboratories."

## Molson to write off Harlin exposure

By Bernard Simon  
in Toronto

MOLSON, the diversified Canadian brewer, is writing off its entire exposure to Harlin Holdings, the troubled Australian group, with which Molson had hoped to forge an international beer alliance.

Molson said it would make provision in its year ending March 31 for its equity investment of C\$45m (US\$38m) in Harlin, equal to a 6 per cent stake, as well as a C\$11m indemnity on a Harlin note which Molson provided to an unidentified North American bank. Molson plans to buy back the Harlin note to avoid further liability for future unpaid interest.

Molson said that, subject to the co-operation of Harlin's main creditors, "there remains a potential for the recovery of its investment," but that it had decided to make the provision "in view of the uncertainty and the length of time likely to be involved in any recovery".

Molson is a partner with Harlin's subsidiary Foster's Brewing in Molson Breweries, Canada's biggest brewer. It recently launched one of its brands, Molson Special Dry, in Canada's public bar trade.

The Canadian company had hoped to broaden its brewing alliance with Foster's, but was outflanked last year when Asahi of Japan bought a 19 per cent of the Australian group.

## INTERNATIONAL COMPANIES AND FINANCE

## USF&G expects to cut workforce by a quarter

By Nikki Tait in New York

USF&G, the large but troubled US insurance group, said yesterday that it expected to cut its workforce by around a quarter as it attempts a major "downsizing" of its business.

The Baltimore-based multi-line insurer also announced that it planned to reorganize its operations so that commercial and personal lines become two separate businesses with independent profit centres.

On the commercial side, which currently accounts for 60 per cent of USF&G's property/casualty business, the company said it would become

more selective about writing business. It recently announced plans to stop writing certain lines of insurance in Texas and Louisiana.

To clamp down on costs, USF&G cut 225 jobs at its head office in Baltimore yesterday. Although it would not detail plans for the personal lines business, the insurer said that by end-1991 it expected to have reduced its total labour force by 25 per cent from the end-1990 level of 11,800.

The cost savings, once the programme was complete, should amount to \$10m. This

is in addition to around \$75m of savings from cost reduction measures already announced.

The insurer announced a \$560m loss last year, and cut its dividend from 25 cents a share to 5 cents. Part of the losses resulted from an attempt by USF&G to get its troubled investment portfolio - which contained sizable junk bond and real estate holdings - into better shape.

A new chairman, Mr Norman Blake, was brought in last November, and other management changes have followed.

## Support for Campbell Soup

By Karen Zagor in New York

THE MANAGEMENT of Campbell Soup, the big US foods group, received a vote of confidence yesterday when Ms Diana Strawbridge Norris, a member of the minority group which has been pressing for the sale of the company, withdrew her support from the minority group.

In a filing with the SEC, Ms Norris said: "I have taken this action because I no longer share the objectives of the other participants in the Voting Trust."

"I believe that David Johnson and his team are just what Campbell Soup needs at the present time. I would like my

shares to be a source of stability to give them a chance to build on their excellent accomplishments."

Speculation about a possible sale of Campbell has plagued the company since 1983, when Mr John Dorrance, the company's founder and patriarch, died, leaving about 58 per cent of Campbell in the hands of his heirs. Ms Norris is Mr Dorrance's niece.

But the appointment of Mr David Johnson as chief executive just over a year ago has done much to restore confidence in the company.

Mr Johnson has implemented a wide-ranging

restructuring of Campbell in the past year, selling unprofitable operations, discontinuing certain products and streamlining its corporate divisions.

Analysts said Campbell's performance under Mr Johnson has improved significantly. Most of the Dorrance family members are believed to support management, and Ms Norris's action will reduce the dissident minority group's holding to 14 per cent from 17 per cent.

Campbell's stock, which has traded in a range of \$43 to \$44 in the last 12 months, was down 5% at \$42 at mid-session yesterday.

## Perrier sells dairy sector units

By George Graham in Paris

PERRIER, the French mineral water group, is to sell dairy products subsidiaries to Besnier, the leading French dairy group.

Besnier, a family-owned group with sales estimated at FF20bn (\$3.55bn) last year, was already a strong force in French butter and milk markets, and dominated the consumer cheese market. The deal will greatly strengthen its blue cheese sector.

No price was announced for the sale of the two companies, cheese producer Valmont and yogurt maker Jean Jacques. Perrier said there would be no

net consolidated capital gain on the sale, but it would improve operating profits and reduce the debt burden of its dairy division.

Perrier has been expected to restructure its dairy sector ever since the investment company Exor took over management control of the group last year following the "Benzene scare" which forced it to withdraw its entire stocks of Perrier mineral water from sale because of contamination.

The group makes substantial profits on Société des Caves et des Producteurs Réunis de Roquefort, dominant producer

of the salty and expensive Roquefort blue sheep cheese, in which it owns 57.5 per cent. It has been losing money, however, on the more mass market products of Valmont and Jean-Jacques.

Valmont, which produces a range of Anvergne cow's milk cheeses such as Bleu d'Auvergne, Bleu de Camembert, Cantal and Saint-Nectaire, lost money last year mainly from the dairy products it does not turn into cheese milk and milk powder sold to European Community intervention stocks. Its sales totalled FF1.2bn in 1989.

## USX warns of loss on steel operations

USX, the large US steel and energy group, yesterday warned that it expected its steel operations to make a "substantial first-quarter operating loss" in the current year, writes Nikki Tait.

Mr Charles Corry, chairman of USX, blamed the impending deficit on "the recessionary climate experienced so far in 1991". This, he said, had

"greatly reduced demand and depressed prices in domestic steel markets".

"The company's steel shipment levels remained very low in March, mirroring weak steel sales which occurred in the first two months of the year", he said.

"The uncertainty created by the lack of an early labour agreement and the adverse eco-

nomie climate have had an unfavourable impact on steel orders."

The warning from USX comes on the heels of a similarly gloomy prediction from Bethlehem Steel, another major US producer, earlier this week. Bethlehem also said that it expected to post a first-quarter operating loss, and cited similar experience.

## United Air pilots in accord

UNITED AIRLINES, one of the two largest US carriers, has reached agreement with its pilots over a new labour contract, writes Nikki Tait.

United, which has been negotiating with the Air Line Pilots' Association, said the contract would now be submitted to the union's master executive council, for ratification. No details of the new contract have been released.

The previous contract became "amendable" two years ago, and - in the wake of the abortive attempt by United employees to buy out the airline last year - the current round of contract negotiations have been seen as a sensitive issue.

United said yesterday it was still talking "in good faith" with the flight attendants and machinists' unions.

## CNBC step closer to FNN deal

By Karen Zagor  
in New York

CNBC, the cable television division of General Electric's NBC media operations, yesterday moved a step closer to acquiring Financial News Network, when a US bankruptcy court ruled earlier this week in favour of CNBC's \$115m bid for the business news media group's cable operations.

CNBC has been battling with a Dow Jones/Westinghouse joint venture for control of FNN since March. FNN was put on the block in November and is operating under the protection of Chapter 11 of the bankruptcy code.

Both bidders offered \$115m for FNN's cable operations but a bankruptcy court judge said he would not accept the conditions of the Dow Jones/Westinghouse bid.

The fight for FNN's cable operations, which started in February when FNN agreed in principle to an offer of \$50m from the Dow Jones/Westinghouse group, may not be over yet.

The Federal Trade Commission (FTC) is conducting an anti-trust investigation which might stymie the CNBC deal.

CNBC is FNN's only competition in the business cable television arena and the FTC might decide that a merger would be an anti-trust violation.

## More jobs to go in Mitel shake-up

By Robert Gibbons  
in Montreal

MITEL, the Ottawa-based telecommunications equipment maker unsuccessfully put up for sale last year by British Telecom, is going through another severe rationalisation.

About 400 more jobs will be axed in the next few months, mainly in North America. For the year ended March 31, Mitel will report a "significant operating loss" and also take heavy restructuring charges. Total employment worldwide, after the latest cuts, will be 3,500.

The company is facing the impact of the North American recession on its core switching equipment business and has already laid off 250 employees over the past few months.

Mitel is now merging its US and Canadian marketing groups, closing a plant in Florida and setting up a North American executive office in Washington. However, the corporate headquarters remains in Ottawa.

Corporate operations in Ottawa, Britain and Europe will be rationalised, though the British subsidiary will be affected least since its performance is satisfactory.

Mr Griffiths said the rationalisation is required to get the company back on a profitable path. Mitel will continue efforts to build its share of the North American and British private exchange markets.

Mitel reported a loss of C\$13m (US\$11.3m), or 30 cents a share, for the nine months ended December 31, 1990, on sales of C\$21m. It recently lost several senior managers in a streamlining, including its chief financial officer and the president of its US subsidiary. Last January, Mr John Jarvis, chief executive for four years, resigned and was replaced by Anthony Grimiths.

## Another 500 lay-offs at GTE

By Nikki Tait

US GOVERNMENT defence cuts were blamed for further job reductions at GTE Corporation, the Stamford-based telecommunications company, announced it was laying off about 500 engineering, administrative and technical employees and three locations in Massachusetts.

These will affect the GTE Government Systems command, control and communications system sector, the company said.

GTE said that the aim was to improve "cost-effectiveness". Other defence contractors - like Grumman earlier this week - have already moved to cut jobs.



MALAYSIA

US\$650,000,000  
Floating rate notes due 2005

In accordance with the provisions of the notes, notice is hereby given that for the six months interest period from 5 April 1991 to 7 October 1991 the notes will carry an interest rate of 6 1/4% per annum.

Interest payable on 7 October 1991 will amount to US\$337.24 per US\$10,000 note and US\$2,430.99 per US\$250,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan



U.S.\$400,000,000  
Floating Rate Subordinated  
Capital Notes Due 1997

Holders of Notes of the above issue are hereby notified that for the next interest sub-period from 8th April, 1991 to 8th May, 1991 the following will apply:

1. Interest Payment Date: 7th June, 1991.
2. Rate of Interest for Sub-period: 6 1/4% per annum.
3. Interest Amount payable for Sub-period: US\$266.23 per US\$50,000 nominal.
4. Accumulated Interest Amount payable: US\$74.52 per US\$50,000 nominal.
5. Next interest sub-period will be from 8th May, 1991 to 7th June, 1991.

Agent Bank  
Bank of America  
International Limited

## Annual General Meeting of AB Volvo

The Annual General Meeting of the shareholders of AB Volvo will be held in Scandinavium, Main entrance from Valhallagatan 1, Göteborg (Sweden) at 4:30 p.m., Wednesday, April 24, 1991.

Matters to come before the Meeting, as prescribed by law and the Company's Articles of Association, shall include: presentation of the accounts and annual report for the year 1990; adoption of the Income Statement and Balance Sheet of AB Volvo as well as the Consolidated Income Statement and Consolidated Balance Sheet; disposition of the profit as shown in the Balance Sheet adopted; discharge of the Board of Directors and Managing Director from liability; determination of the number of members and deputy members to be elected by the Meeting to serve on the Board of Directors; approval of fees to be paid to the Board and auditors; and the election of Board members, deputy members, auditors, and deputy auditors.

### Right to participate in Meeting

Participation in Volvo's Annual General Meeting is limited to shareholders who are recorded in the share register on April 12, 1991 and who advise Volvo, no later than 12:00 noon, (Swedish local time) Friday, April 19, 1991, of their intention to participate.

### Share register

Volvo's computerized share register is maintained by Värdepapperscentralen VPC AB (Swedish Securities Register Center). Volvo shares are registered in the names of either their owners or trustees. Only owner-registered shareholdings are listed in the names of shareholders in the share register.

To be entitled to participate in the Annual General Meeting, owners of shares registered in the name of a trustee must have their shares registered in their own names.

To assure that such shares are re-registered in ample time, the holders of trustee-registered shares should request that the bank or broker acting as custodian of the shares register them (temporarily) several banking days prior to April 12, 1991. Trustees normally charge a fee for this service.

### Notice of intention to participate

Notice of intention to participate in the Meeting may be given, no later than 12:00 noon, April 19, 1991, by telephone:

+46-31 59 00 00  
+46-31 59 21 50

or in writing, to:  
AB Volvo  
Legal Department  
S-405 08 Göteborg, Sweden

In providing such notice, a shareholder should state his or her name, personal registration number (where applicable), address and telephone number.

Shareholders who wish to appoint a proxy to act on their behalf at the meeting should notify AB Volvo well in advance of the meeting, giving the name of the proxy. A proxy need not be a shareholder of AB Volvo.

May 2, 1991 has been proposed by the Board of Directors as the record date for the payment of dividends. Payment is expected to be made through VPC on May 10, 1991.

By order of the Board of AB Volvo

Claes Beyer, Secretary to the Board  
AB Volvo  
S-405 08 Göteborg, Sweden

April 1991

**VOLVO**



### CANAL+ 1990 NET INCOME UP 19.6%

(Paris: March 29, 1991) Canal+, France's leading pay-television network, said today that in 1990 its consolidated net income after minority interests rose by 19.6% to FF 910 million, compared to FF 761 million a year earlier. The strong showing came despite a substantial FF 159.5 million provision for T.V.S. Entertainment and the group's FF 194.1 million share in the losses of affiliated companies (net of minority interests).

The company particularly stressed the significant widening of its operating margins and said that shareholders would be asked to approve an increase in net dividend (excluding the associated tax credit) to FF 20.00 from FF 18.00 in 1989. Shareholders will be given the option of reinvesting the dividend.

Consolidated group results may be summarized as follows:

(FF millions)	1990	1989	% change
Subscriptions	5,173	4,828	+11.8%
Advertising and sponsoring	272	260	+4.6%
Other	685	471	+71.7%
Total revenue	6,130	5,559	+10.3%
Operating income	1,674	1,351	+23.9%
Pre-tax income	1,618	1,229	+31.7%
Net income after minority interests	910	761	+19.6%
Net earnings per share (FF)	49.7	42.0	+18.3%

Exceptional growth in "Other revenue" was due to the consolidation of Antennes Tonne over the full year, instead of six months as in 1989.

**Strong Growth Prospects**

The economic slowdown of the past few months seems to have had no impact on the continued high rate of new subscriptions. Since the cancellation rate is also steadily improving, it is possible that the subscriber base could increase by some 10% in 1991. The outlook is further brightened by the success of Decast decoder (direct-to-home satellite reception) sales in regions not covered by terrestrial microwave broadcasting.

The initial capital outlays for new projects, both abroad and for cable TV in France, will continue to affect earnings in 1991, but the impact should be considerably eased by the valorization of certain affiliated companies.

Given all these factors, 1991 net income after minority interests should exceed FF 1 billion on revenues of FF 6.5 billion.

Such earnings are crucial if Canal+ is to meet its responsibilities in feature-film production and new technologies and in asserting France's presence in the European television and filmmaking industry.

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Guaranteed Floating Rate Subordinated Capital Notes Due July 10, 1997  
Unconditionally Guaranteed on a Subordinated Basis by  
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Pursuant to Paragraph (d) of the Terms and Conditions of the Notes notice is hereby given that the period in respect of Coupon No. 29 will run from April 22, 1991 to May 22, 1991. A further notice will be published advising Rate of Interest and Coupon amount payable.

April 5, 1991 London  
By Citicorp, N.A. (CSI Dept.), Agent Bank

**CITIBANK**



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# Gold Mining Companies' Quarterly Reports for the quarter ended 31 March 1991

All companies are incorporated in the Republic of South Africa

## Driefontein Consolidated

Driefontein Consolidated Limited  
(Registration No. 68/04880/06)  
ISSUED CAPITAL: 204 000 000 shares of 50 cents each, fully paid.

	Quarter ended 31 March 1991	Quarter ended 31 Dec 1990	Nine months ended 31 March 1991
<b>OPERATING RESULTS</b>			
<b>Gold - East Driefontein</b>			
Ore milled (t)	720 000	720 000	2 135 000
Gold produced (kg)	5 696.8	5 923.6	17 225.6
Yield (g/t)	7.9	8.2	8.1
Price received (R/kg)	30 789	31 034	31 187
Revenue (R/milled)	243.84	255.64	251.91
Cost (R/t milled)	150.09	152.23	153.57
Profit (R/t milled)	93.75	103.41	97.94
Revenue (R000)	175 567	184 058	537 830
Cost (R000)	108 065	109 625	328 719
Profit (R000)	67 502	74 433	209 111
<b>Gold - West Driefontein</b>			
Ore milled (t)	705 000	705 000	2 115 000
Gold produced (kg)	8 026.9	7 947.4	23 208.3
Yield (g/t)	11.4	11.3	11.0
Price received (R/kg)	30 940	31 305	31 316
Revenue (R/milled)	352.71	353.37	344.09
Cost (R/t milled)	170.37	172.98	171.88
Profit (R/t milled)	182.34	180.39	172.21
Revenue (R000)	248 662	249 123	727 742
Cost (R000)	120 115	121 590	363 528
Profit (R000)	128 547	127 533	364 214
<b>Reconstruction plant - West Driefontein</b>			
Treated (t)	600 000	600 000	1 800 000
Gold produced (kg)	427.4	401.8	1 230.2
Yield (g/t)	0.7	0.7	0.7
Revenue (R000)	13 142	12 541	40 210
Cost (R000)	4 532	4 040	12 242
Profit (R000)	8 610	8 501	27 968
<b>FINANCIAL RESULTS (R000)</b>			
Working profit: Gold and reconstruction plant	204 659	210 129	601 283
Tribute royalties	—	1 029	2 075
Net mining revenue	204 659	211 158	603 358
Net sundry revenue (group)	12 709	39 327	55 639
Recovery under loss of profits insurance	—	—	1 196
Profit before tax and State's share of profit	217 368	240 625	660 803
Tax and State's share of profit	93 556	109 786	297 752
Profit after tax and State's share of profit	123 812	130 839	363 051
Capital expenditure	55 065	44 205	124 475
Dividend	—	122 400	122 400
<b>TAX.</b> The new rates of mining and non-mining tax as announced in the budget by the Minister of Finance have been used in the tax computation.			
<b>CAPITAL EXPENDITURE.</b> The unexpended balance of authorised capital expenditure at 31 March 1991 was R775.1 million.			
<b>DIVIDEND.</b> A dividend (No. 35) of 60 cents per share was declared on 11 December 1990, and was paid to members on 6 February 1991.			
<b>EAST DRIEFONTEIN</b>			
No. 5 Sub-Vertical Shaft-B. Striping of the shaft is approximately 50 per cent complete. Development on 22 Level to the site of the hoisting of No. 7 Ventilation Shaft-B was completed.			
No. 7 Ventilation Shaft-B. The pre-striking phase was completed with the shaft sunk to a depth of 65 metres below the bank.			
No. 1 Tertiary Shaft-B. The shaft was sunk to a depth of 76 metres below the bank on 24 Level. Civil work on the 26 Level continues. The installation of the rock winder is in progress.			
<b>WEST DRIEFONTEIN</b>			
No. 9 Shaft-W. Site preparation continues.			
No. 9 Sub-Vertical Shaft-W. Excavation of the headgear dome on 21 Level continued. The shaft was sunk to a depth of 27 metres below the bank on 21 Level. On 21 Level work programmes on the establishment of winder chambers, and on 22 Level the installation of middle and platform winders continues.			

On behalf of the board  
C. T. Fenton } Directors  
A. H. Munro }

4 April 1991

## Kloof

Kloof Gold Mining Company Limited  
(Registration No. 64/0462/06)  
ISSUED CAPITAL: 121 000 000 shares of 25 cents each, fully paid.

	Quarter ended 31 March 1991	Quarter ended 31 Dec 1990	Nine months ended 31 March 1991
<b>OPERATING RESULTS</b>			
<b>Gold - Kloof</b>			
Ore milled (t)	540 000	540 000	1 620 000
Gold produced (kg)	5 937.1	6 775.2	20 404.6
Yield (g/t)	12.8	12.5	12.6
Price received (R/kg)	31 031	31 161	31 315
Revenue (R/milled)	389.21	351.64	395.04
Cost (R/t milled)	220.14	225.29	219.58
Profit (R/t milled)	179.07	126.35	175.46
Revenue (R000)	235 576	211 498	639 963
Cost (R000)	118 880	120 573	355 776
Profit (R000)	96 696	90 915	284 247
<b>Gold - Leesonboom</b>			
Ore milled (t)	95 000	—	95 000
Gold produced (kg)	401.0	—	401.0
Yield (g/t)	4.2	—	4.2
Price received (R/kg)	30 158	—	30 158
Revenue (R/milled)	127.35	—	127.35
Cost (R/t milled)	234.59	—	234.59
Profit/(loss) (R/t milled)	(107.24)	—	(107.24)
Revenue (R000)	12 096	—	12 096
Cost (R000)	22 286	—	22 286
Profit/(loss) (R000)	(10 190)	—	(10 190)
<b>FINANCIAL RESULTS (R000)</b>			
Working profit: Gold	86 506	50 515	274 057
Net sundry revenue	515	359	2 149
Recovery under loss of profits insurance	—	—	(4 380)
Profit before tax	82 041	51 274	271 826
Tax	95	(44)	617
Profit after tax	81 946	51 318	270 609
Capital expenditure	74 785	123 565	327 030
Dividend	—	48 440	48 440
<b>TAX.</b> The new rate of non-mining tax as announced in the budget by the Minister of Finance has been used in the tax computation.			
<b>CAPITAL EXPENDITURE</b>			
(a) The unexpended balance of authorised capital expenditure at 31 March 1991 was R200.7 million.			
(b) Included in the total of capital expenditure for the quarter ended 31 March 1991 is an amount of R47.5 million in respect of Leesonboom.			
<b>DIVIDEND.</b> A dividend (No. 42) of 40 cents per share was declared on 11 December 1990, and was paid to members on 6 February 1991.			
<b>KLOOF</b>			
No. 4 Sub-Vertical Shaft-K. The shaft was sunk 61 metres to a depth of 1 195 metres below the collar on 25 Level and the station on 39 Level was established.			
No. 4 Sub-Vertical Ventilation Hole-K. Reaming of the ventilation hole to a diameter of 4.4 metres reached a height of 886 metres and 204 metres remain to be completed.			
Production. During the quarter a runaway skip in No. 1 Sub-Vertical Shaft-K caused considerable damage to the shaft stonework, power, air and water services. The milling rate was maintained, but not without difficulty. Repairs to the shaft are expected to be completed by the end of April 1991.			
<b>LEESONBOOM</b>			
No. 1 Sub-Vertical Shaft-L. The shaft was sunk 120 metres to a depth of 696 metres below the collar on 25 Level. The station on 39 Level was excavated.			
Production. Total milling was completed and production commenced during the quarter. The milling rate was adversely affected by the above-mentioned accident in the No. 1 Sub-Vertical Shaft-K through which all of the underground production was being hoisted. The yield was depressed by the gold lock-up. The latter will diminish with time.			

On behalf of the board  
A. H. Munro } Directors  
M. J. Tagg }

4 April 1991

## Venterspost

Venterspost Gold Mining Company Limited  
(Registration No. 05/0562/06)  
ISSUED CAPITAL: 20 200 000 ordinary shares of 25 cents each, fully paid.  
20 800 000 deferred shares of 25 cents each, fully paid.

	Quarter ended 31 March 1991	Quarter ended 31 Dec 1990	Nine months ended 31 March 1991
<b>OPERATING RESULTS</b>			
<b>Gold</b>			
Ore milled (t)	330 000	390 000	1 110 000
Gold produced (kg)	1 199.2	1 395.1	3 943.6
Yield (g/t)	3.6	3.6	3.6
Price received (R/kg)	31 375	30 939	31 344
Revenue (R/milled)	114.17	110.82	112.09
Cost (R/t milled)	132.77	128.23	132.28
Loss (R/t milled)	18.60	17.41	20.19
Revenue (R000)	37 675	43 230	124 425
Cost (R000)	45 814	50 011	146 831
Loss (R000)	6 139	6 781	22 406
<b>FINANCIAL RESULTS (R000)</b>			
Working loss: Gold	6 139	6 781	22 406
Net sundry revenue	3 431	5 548	13 918
Recovery under loss of profits insurance	—	—	155
Loss before tax	2 708	1 243	8 333
Tax	—	—	—
Loss after tax	2 708	1 243	8 333
Capital expenditure	160	739	1 515
Existing mine	15 565	12 885	38 762
No. 4 Shaft Project	—	—	—
<b>CAPITAL EXPENDITURE.</b> The unexpended balance of authorised capital expenditure at 31 March 1991 was R135.6 million.			
<b>DIVIDEND.</b> No interim dividend was declared.			
<b>RATIONALISATION OF OPERATIONS.</b> Progress has been made towards rationalising operations at the mine. Costs have been reduced in line with the reduction in mill throughput to around 110 000 tons per month. However, the expected improvement in the yield has not yet been achieved. The majority of employees affected in the rationalisation programme have either accepted alternative employment or have taken early retirement.			
<b>No. 4 SHAFT COMPLEX.</b> The shaft was sunk 122 metres to a depth of 1 062 metres below collar. The cutting of 11 and 12 Level Stations and the associated development was completed. The 10 Level haulage has intersected the Middlebelt Reef and the first raise is about to commence. The 24 Level haulage advanced 295 metres to a total of 1 492 metres and is now 42 per cent complete. Further work in this haulage has been postponed to conserve funds.			

On behalf of the board  
M. J. Tagg } Directors  
A. H. Munro }

4 April 1991

## Vlakfontein

Vlakfontein Gold Mining Company Limited  
(Registration No. 05/06155/06)  
ISSUED CAPITAL: 6 800 000 shares of 20 cents each, fully paid.

	Quarter ended 31 March 1991	Quarter ended 31 Dec 1990	Nine months ended 31 March 1991
<b>OPERATING RESULTS</b>			
<b>Gold - Surface sources</b>			
Ore milled:			
from surface dumps (t)	—	6 000	35 500
from outside sources (t)	—	—	—
Total milled (t)	—	6 000	35 500
Gold produced (kg)	—	32.0	105.0
Yield (g/t)	—	5.3	3.0
Price received (R/kg)	—	31 420	31 583
Revenue (R/milled)	—	168.00	94.63
Cost (R/t milled)	—	364.67	178.02
Loss (R/t milled)	—	196.67	84.39
Revenue (R000)	—	1 008	3 324
Cost (R000)	—	1 355	6 320
Loss (R000)	—	1 355	2 996
<b>FINANCIAL RESULTS (R000)</b>			
Working loss: Gold	—	1 355	2 996
Net sundry revenue	—	(9)	603
Loss before tax	—	1 364	2 393
Tax	—	—	—
Loss after tax	—	1 364	2 393
Capital expenditure	—	(596)	(752)
<b>DIVIDEND.</b> No interim dividend was declared.			
<b>RESTORATION.</b> Three shafts have been sealed. The balance of the restoration work largely concerns the demolition of the remaining buildings at No. 1 Shaft and the sealing of that shaft. This work is expected to be completed by the end of the June 1991 quarter.			
<b>SALE OF ASSETS.</b> A firm offer for the company's freehold has yet to be obtained from the potential purchasers who remain interested. Sales of other assets in the form of stores and equipment continued and the results are reflected as a credit to capital expenditure.			

On behalf of the board  
M. J. Tagg } Directors  
A. H. Munro }

4 April 1991

## Libanon

Libanon Gold Mining Company Limited  
(Registration No. 05/0851/06)  
ISSUED CAPITAL: 40 000 000 shares of 20 cents each, fully paid.

	Quarter ended 31 March 1991	Quarter ended 31 Dec 1990	Nine months ended 31 March 1991
<b>OPERATING RESULTS</b>			
<b>Gold</b>			
Ore milled (t)	435 000	435 000	1 305 000
Gold produced (kg)	2 030.5	2 062.5	6 140.2
Yield (g/t)	4.7	4.7	4.7
Price received (R/kg)	30 958	31 272	31 358
Revenue (R/milled)	144.66	148.44	147.73
Cost (R/t milled)	147.35	139.15	142.85
Profit/(loss) (R/t milled)	(2.69)	9.29	4.88
Revenue (R000)	62 928	64 571	192 785
Cost (R000)	64 977	60 530	186 416
Profit/(loss) (R000)	(1 169)	4 041	6 370
<b>FINANCIAL RESULTS (R000)</b>			
Working profit/(loss): Gold	(1 169)	4 041	6 370
Net sundry revenue	1 028	1 200	3 102
Recovery under loss of profits insurance	—	—	630
Profit/(loss) before tax	(141)	5 241	10 102
Tax	—	526	1 772
Profit/(loss) after tax	(141)	4 715	8 330
Capital expenditure	—	2 160	2 287
<b>TAX.</b> The new rate of non-mining tax as announced in the budget by the Minister of Finance has been used in the tax computation.			
<b>CAPITAL EXPENDITURE.</b> The unexpended balance of authorised capital expenditure at 31 March 1991 was R61.5 million.			
<b>DIVIDEND.</b> No interim dividend was declared.			

On behalf of the board  
M. J. Tagg } Directors  
A. H. Munro }

4 April 1991

## Doornfontein

Doornfontein Gold Mining Company Limited  
(Registration No. 05/24709/06)  
ISSUED CAPITAL: 40 000 000 shares of 25 cents each, fully paid.

	Quarter ended 31 March 1991	Quarter ended 31 Dec 1990	Nine months ended 31 March 1991
<b>OPERATING RESULTS</b>			
<b>Gold</b>			
Ore milled:			
from underground (t)	281 068	343 332	1 015 000
from surface sources (t)	46 000	—	46 000
Total milled (t)	327 068	343 332	1 061 000
Gold produced (kg)	1 667.3	1 792.8	5 472.3
Yield (g/t)	5.1	5.2	5.2
Price received (R/kg)	30 630	31 449	31 301
Revenue (R/milled)	156.27	164.17	161.62
Cost (R/t milled)	179.74	191.18	184.67
Profit/(loss) (R/t milled)	(23.47)	(27.01)	(23.05)
Revenue (R000)	51 112	56 463	171 494
Cost (R000)	58 788	65 752	195 941
Profit/(loss) (R000)	(7 676)	(9 289)	(24 447)
<b>FINANCIAL RESULTS (R000)</b>			
Working profit/(loss): Gold	(7 676)	(9 289)	(24 447)
Net sundry revenue	395	533	1 569
Recovery under loss of profits insurance	12 589	5 500	18 089
Profit/(loss) before tax	5 248	(3 256)	(4 779)
Tax	—	—	—
Profit/(loss) after tax	5 248	(3 256)	(4 779)
Capital expenditure	512	854	7 379
<b>CAPITAL EXPENDITURE.</b> The unexpended balance of authorised capital expenditure at 31 March 1991 was R76.4 million.			
<b>DIVIDEND.</b> No interim dividend was declared.			
<b>PRODUCTION.</b> The major underground fire reported on 18 December 1990 halted mining operations until 14 January 1991. A provisional payment in respect of a claim for loss of profits arising from this fire is included in the above results.			
<b>RATIONALISATION OF OPERATIONS.</b> The fire interrupted implementation of the plan to rationalise operations. However, the level of underground operations has been reduced to around 110 000 tons per month. Underground tonnage has been supplemented by material that has been reclaimed from a waste dump and processed prior to milling and treatment. Progress has been made in the rationalisation of the manpower requirements; the majority of the affected employees have either accepted alternative employment or have taken early retirement.			

On behalf of the board  
M. J. Tagg } Directors  
A. H. Munro }

4 April 1991

## Deelkraal

Deelkraal Gold Mining Company Limited  
(Registration No. 74/00166/06)

ISSUED CAPITAL: 95 540 000 shares of 20 cents each, fully paid.

	Quarter ended 31 March 1991	Quarter ended 31 Dec. 1990	Nine months ended 31 March 1991
<b>OPERATING RESULTS</b>			
<b>Gold</b>			
Ore milled (t)	405 000	395 400	1 205 400
Gold produced (kg)	2 308.5	2 240.4	6 805.4
Yield (g/t)	5.7	5.7	5.7
Price received (R/kg)	31 019	31 765	31 489
Revenue (R/milled)	177.04	180.89	179.58
Cost (R/t milled)	148.97	145.03	146.77
Profit (R/t milled)	28.07	35.24	32.81
Revenue (R000)	71 704	71 524	216 465
Cost (R000)	60 534	57 559	176 514
Profit (R000)	11 170	13 935	39 951
<b>FINANCIAL RESULTS (R000)</b>			
Working profit: Gold	11 370	13 935	39 951
Net sundry revenue	2 861	3 679	9 728
Revenue under loss of profits insurance	900	—	900
Profit before tax	15 131	17 614	50 179
Tax	1 562	1 574	4 732
Profit after tax	13 569	16 040	45 447
Capital expenditure	16 061	19 048	53 649
Dividend	—	9 954	9 954
<b>TAX.</b> The new rate of non-mining tax as announced in the budget by the Minister of Finance has been used in the tax computation.			
<b>CAPITAL EXPENDITURE.</b> The unexpended balance of authorised capital expenditure at 31 March 1991 was R232.9 million.			
<b>DIVIDEND.</b> A dividend (No. 16) of 10 cents per share was declared on 11 December 1990, and was paid to members on 6 February 1991.			
<b>INSURANCE CLAIM.</b> A provisional payment in respect of a claim for loss of profits arising from a fire in the previous quarter is included in the above results.			
<b>No. 3 SHAFT.</b> The shaft was sunk 12 metres to a depth of 1 326 metres below collar. Sinking was then temporarily halted in order to contain groundwater.			
<b>No. 3 SUB-VERTICAL SHAFT.</b> Support of the winder chambers continued and work necessary to prepare for the mine boring of the headgear section of the shaft was carried out.			
On behalf of the board			
A. H. Munro M. J. Tugge			} Directors

4 April 1991











## UK COMPANY NEWS

## Shares rise 23p though it's 'unlikely' dividends will be paid until 1993

### WPP completes \$1bn refinancing package

By Alice Rawsthorn

WPP GROUP, the world's largest marketing services company, yesterday saw its shares leap by 23p to 188p on the completion of its \$1bn (\$650m) financial restructuring package.

The group, which needed to restructure its finances to avoid breaching its banking arrangements, has agreed to pay a "success fee" of up to \$10m to its banks. It may also face further fees of up to \$10m and higher lending margins on its debt.

WPP also announced it would be unable to pay the dividend on its convertible preference shares due at the end of this month.

It cannot pay ordinary divi-

dends until it has cleared the preference arrears and said yesterday that it was "unlikely" to pay any dividends until June 1993.

The completion of WPP's restructuring comes a week after Saatchi & Saatchi, its chief competitor in the marketing services industry, secured shareholders' approval for its financial rescue package.

WPP, which owns the Ogilvy & Mather and J. Walter Thompson advertising agencies, has been struggling to service the debt amassed by the acquisition of O&M in 1989. The group grew at a dramatic pace after Mr Martin Sorrell, Saatchi's former finance director and now WPP's chief executive,

invested in Wire & Plastic Products, then a shell company, in 1985.

Late last year, WPP, advised by Samuel Montagu, began negotiations with its 30 banks, led by a steering committee chaired by JP Morgan, over the restructuring.

Under the terms of the restructuring it will consolidate \$270m of working capital facilities, a \$604m medium-term loan and \$100m of uncommitted facilities into a committed medium-term facility. The \$604m loan must be repaid over four years from June 1993. The rest of the facility is to be repaid or refinanced by June 1993.

The facility allows WPP to

make its deferred payments on acquisitions in cash, rather than shares, thereby avoiding dilution of its earnings. It may exercise this option if it has to pay a fee of up to \$2m.

WPP said yesterday that its results for January and February were "below budget" mainly because of the uncertainty caused by the Gulf war. It said the improvement in confidence since the ceasefire has so far shown no sign of increasing clients' expenditure particularly in advertising and public relations.

● O&M's agency in New York has a \$20m new account for Nynex, the New York telecommunications company.

See Lex

## Misquote claim by Amex over Thos Cook

By David Barchard

AMERICAN EXPRESS yesterday refused to confirm reports that it has put a feeler out to Midland Bank to see if it is willing to sell Thomas Cook, its travel agent subsidiary, but said that it was monitoring possible opportunities in the global travel services industry.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that Mr Charles Petrucelli, president of American Express France, had been misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

## Tilbury declines 27% to £20m as property profits tumble

By Jane Fuller

TILBURY GROUP, the construction and property concern 44 per cent owned by German organisations, saw pre-tax profit fall by just over 27 per cent to £20m in 1990.

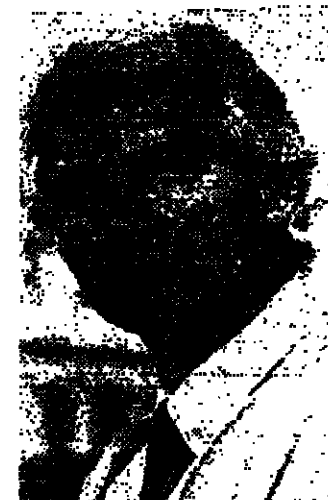
The decline from last year's £27.5m was inflicted by a £9.7m drop to £17.8m in property profit. Construction on the other hand, improved its operating figure to £10.1m (£8.5m) with the help of Clough Smith, an electrical engineering business bought for £8.9m last April.

In spite of that acquisition, turnover fell 15 per cent to £196.4m (£231.2m) with both construction and property showing a decline.

Property slid from £67.5m to £44.5m. Mr Michael Bottler, managing director, said the number of houses sold fell from 675 to 500. Profits from Scotland, where more than 80 per cent of the homes were, had improved as the average price grew to £55,000 (£48,000); but English side was depressed.

In development, there had been nothing to match the £5m profit made in 1989 on selling a small part of the Phoenix site at Linwood, near Glasgow Airport. The £55m former Peugeot Talbot complex would be developed over the next six years.

Spain was the other big area of investment, with £4.7m spent last year. One of the partners in an industrial proj-



Michael Bottler: profits from Scotland improved

ect near Madrid was Philip Holmann, the German construction group which owns 39 per cent of Tilbury.

Construction, which included Clough, benefited from work for the water and electricity industries. Among the weaker areas were piling and interior contracting.

Mr Stuart Lee, finance director, said net cash fell to £2.5m (£11m) and gearing could rise to 35 per cent this year because of investment at Linwood and in Spain. Shareholders' funds stood at £47.9m in December.

Earnings per share declined by nearly 24 per cent to 70p (81.9p). A final dividend of 22.5p makes a total of 93p (104.4p).

Mr Bottler, who earned £902,000 in 1989 - more than 85 per cent of it as a profit-related bonus - said he and other executive directors had seen their pay reduced substantially last year.

### COMMENT

Tilbury had the distinction of being the one construction company to announce figures yesterday without a rights issue, a pointer to the strength of its balance sheet. This year the group faces a turnaround on interest, which earned £2.6m last year; but the contracting businesses may offset this through the focus on water, heavy electrical and oil and gas pipe work. On the housing side though, it looks another hard year, especially as Scotland only levelled off in the second half. At Linwood and in Spain, it will be a year of spending rather than reaping. A £20m pre-tax profit gives a prospective pie of 10.6p on yesterday's close of 72.5p. The price has only recently risen sufficiently to give the group a higher market value than the £137m bid by Lilley in 1989. Lilley lost money on selling its stake for 50p per share last November. After a share for share exchange, Tilbury's price may not forgo ahead, but it remains a quality stock.

## Margins under pressure as Brammer falls 9%

By David Owen

REFLECTING A difficult second half, Brammer, the Cheshire-based industrial services group, yesterday reported a 9 per cent decline to £11.45m in annual profits.

The company managed to maintain its margins in the predominant distribution unit but not in electronic equipment rental where there were downturns in the UK and Italy.

"We had successfully reducing quarters in 1990," said Mr Hugh Lang, chairman, stating that turnover had actually declined slightly in the second half.

Over the full year to December 31, sales declined from £121.13m to £122.45m. Year-earlier profits had weighed in at £13.05m.

The company, which is widely regarded as a weather-vane of industrial activity, said that first quarter trading had

been difficult and that "these conditions have continued into the next three months period."

"Our results for 1991 are entirely dependent on when the upturn comes," Mr Lang said.

The company, which is ungaraged and was helped by net interest receivable of £494,000, took an \$885,000 exceptional charge in respect of about 100 redundancies, mainly in the UK.

According to Mr Robert Foulkes-Jones, chief executive, this represented "the pruning of overhead to relate the cost structure to reduced growth expectations." A year earlier, an exceptional charge of \$994,000 was recorded.

At the extraordinary level a charge of \$281,000 (£1.02m) was taken. This consisted of proceeds from a disposal more than offset by the costs of

closing a subsidiary.

By division, distribution generated profits of £10.38m (£10.81m) on turnover of \$89.76m (\$97.5m), while equipment rental weighed in with £2.13m (£2.33m) on turnover of £22.32m (£22.56m).

There was a £176,000 loss in the latest period from discontinued businesses.

Mr Foulkes-Jones attributed Brammer's Italian rental difficulties to "the problems of getting into a new country."

"The group has responded by effecting management changes and making additional depreciation provisions for certain inventory."

An unchanged final dividend of 8.5p is recommended, maintaining the total at 13p. Earnings per share slipped from 19.7p to 17.5p.

Brammer shares, which have rallied strongly since February, gained another 5p yesterday to close at 225p.

### COMMENT

Mr Lang says that Brammer's hostile 1988 bid for the company is still engrained "like Calais" on everyone's heart and, in some respects, it appears that Brammer has still not got over its hangover from that episode. Pre-tax profits are now at their lowest level since 1984 and the yield on the shares still looks attractive even though the annual dividend payment has been lifted by only 0.5p in five years. That said, the company - with its rock-solid balance sheet - seems well set finally to progress in 1992. On that basis, a case could be made for buying the shares, even after their recent rally. For those with a shorter time-frame in mind, anticipated 1991 profits of £11m make the p/e of more than 14 look distinctly pricey.

## Business failures leave Co-op in loss

By Richard Waters

CO-OP BANK plunged into a £14.9m pre-tax loss last year, due mainly to provisions resulting from two large corporate collapses that occurred after its financial year end.

The bank, which made a pre-tax profit of £18.5m in 1989, reported provisions of £57.2m for 1990, up from £26m the year before.

Some £16m of this was reported a post balance sheet event, reflecting the worsening state of its loan book since its financial year ended on 12 January.

A "substantial part" of the £16m related to two corporate failures, said Mr Terry Thomas, managing director - Pavilion Leisure, a property and hotels group, and Citygrove, a developer of retail parks.

Leaving aside these post balance sheet items, the increase in provisions for 1990 was lower than that reported by other clearing banks, said Mr Thomas.

The bank expects to cut up to 700 jobs, some of them part-time, from its current workforce of 4,437. It cut around 300 last year. This is intended to improve the bank's costs/income ratio, which at 77 per cent is around the same level as that of Midland Bank.

The bank said it would not pay a dividend for 1990, saving £2.5m.

After all provisions are taken into account, the bank reported a risk-adjusted ratio of 11.5 per cent, compared with just under 12 per cent last year.

Co-op's profits were further dented by the £13m it paid in interest to holders of interest-bearing current accounts.

Recent restructuring and cost-cutting, which will continue this year, will make the bank more profitable, said Mr Thomas.

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## Elys (Wimbledon) improves 29%

By Vanessa Houlder, Property Correspondent

Elys (Wimbledon), the department store retailer, lifted pre-tax profits in the year to February 2 by 29 per cent to £1.12m against £867,000 of the previous 53 weeks. Turnover rose by 6 per cent from £11.68m to £12.42m.

A final dividend of 14.5p (13.5p) is proposed for a 16p (14.5p) total. Earnings improved from 46.5p to 62.3p after tax of £369,000 (£304,000).

Dares Estates, the troubled developer, yesterday announced property disposals amounting to £67.7m.

It warned, however, that the proceeds were less than the book value of the properties and so would contribute to substantial losses in the 1990 accounts.

It is in negotiations with its banks as these losses, together

## Diversity helps TT Grp advance 25% to £10.5m

By Steven Watkins

TT GROUP, the packaging and industrial products holding company, increased pre-tax profits by almost 25 per cent from £8.42m to £10.49m in 1990. Its shares closed 11p higher at 131p.

Turnover rose by 65 per cent to £100.31m. On earnings per share of 14p (12.3p), a final dividend of 3p (2.5p) raises the total from 4p to 5p.

Mr Nicholas Shipp, a director, said the performance was strong despite the deteriorating economic climate. This was due to TT's diverse range of activities, usually in niche market positions, and its early switch to being capacity into line with forward orders.

TT has a policy of taking strategic investments in public companies it feels are underperforming. Significant invest-

ments made during 1990 included the acquisition of Crystalate Holdings, the electronic components company, in September and a 3 per cent shareholding taken last summer in CH Industrials, the diversified holding company.

CHL, however, was put into administration in February. The £12.3m cost of TT's stake has been written off as an extraordinary charge.

Mr Shipp said gearing ended the year at 40 per cent. Borrowings increased to £20m as a result of financing the Crystalate acquisition. The increase in debt, in the form of medium-term loans, was limited by a preference share issue in November and will be further reduced by repayments from profits or possible disposals, Mr Shipp said.

## T&S Stores leaps 82% to more than £12m

By Roland Rudd

T&S Stores, the retailer of tobacco, greetings cards, newspapers and confectionery, lifted pre-tax profits for 1990 from £6.6m to £12.1m.

The 82 per cent jump was achieved on a 44 per cent rise in turnover to £285.1m (£197.1m) and enabled the board to increase the total dividend by 1p to 5p via a proposed final of 3p.

Mr Kevin Threlfall, chairman, said the result both "vindicated and justified" the company's decision to acquire Dillons, a chain of neighbourhood newsagents, with cash raised from a 1989 rights issue.

He said: "We have successfully expanded the company by turning small newsagents into all-servicing confectionery, tobacco and video shops."

Last month it completed the purchase of 21 Convenience Stores from the Johnsons News Group, which it plans to build on by adding another 24 stores to its total of 270 OCN stores by the end of the year.

Mr Threlfall said he was confident of improving the product range after recently doubling warehouse capacity to 18,000 sq ft.

The company's net cash balance was £5.8m. Earnings per share increased by 30 per cent to 13.67p (10.5p).

## HEALTHCARE GLOBAL FUND SICAV

2, boulevard Royal, L-2953 LUXEMBOURG

R.C. Luxembourg: B 25162

Notice is hereby given to the shareholders, that the

ANNUAL GENERAL MEETING

of the shareholders of HEALTHCARE GLOBAL FUND

will be held at the head office of Banque Internationale à Luxembourg, Société Anonyme, on Friday, April 19, 1991 at 3.00 p.m. with the following agenda:

1. Submission of the Report of the Board of Directors;

2. Approval of the Statement of Net Assets and of the Statement of Operations as at December 31, 1990;

3. Appropriation of the net results;

4. Discharge of the Directors with respect of their performance of duties for the year ended December 31, 1990;

5. Receipt of and action on nomination of the Directors;

6. Miscellaneous.

The shareholders are advised that no quorum is required for the items on the agenda of the Annual General Meeting and that decisions will be taken on a simple majority of the shares present or represented at the meeting with no restriction.

In order to attend the meeting of April 19, 1991, the owners of bearer shares will have to deposit their shares five clear days before the meeting at the registered office of the company or with Banque Internationale à Luxembourg, Société Anonyme, 2, boulevard Royal, L-2953 Luxembourg.

### THE BOARD OF DIRECTORS

## Irish tempt bull market with sweet offer

### Kieran Cooke on the upcoming partial flotation of Irish Sugar

THE bulls are out on the Dublin stock market, heads down and ready for the first big privatisation of an Irish state concern.

The Irish Sugar Company, to be renamed Greencore, announces its share pricing and listings particulars next week, with dealings due to begin on both the Dublin and London exchanges before the end of the month.

By international standards, the sale is not a big one: the state is only selling 55 per cent of its stake.

There is much speculation about the share price, but some analysts say it is likely that in excess of £100m (£90m) will be raised from the partial flotation, putting a total value on the group of about £120m.

The government and company are confident of success. There has been no UK-style publicity campaign to encourage private investors. The Dublin stock market has recently bounced back and there seem to be plenty of funds available.

The Irish government has no Thatcherite ideological commitment to public ownership. But a programme of what are termed "pragmatic privatisations" is envisaged.

Later this year the Irish Life insurance group is due to be fully or partially floated, possibly raising as much as £300m. At some later stage Bord Telecom, the Irish telephone service, could be privatised.

In many ways Irish Sugar is an ideal first candidate. Last year the company made pre-tax profits of £121m on turnover of £271m. Its sugar operations are acknowledged to be among the most efficient in the European Community, while diversification into foods and agri-trading shows signs of producing solid results.

Commercial success has

come only recently. A state concern since the early 1980s, Irish Sugar was used by successive governments as a vehicle for developing the native food industry. But high labour costs plus production inefficiencies led to a financial crisis. Between 1989 and 1990 the company lost £53m and was effectively broke. It was only saved by an additional £159m cash injection.

In 1985 the government gave a new management the mandate to carry out a tough cost-cutting exercise. A stop was put to loss-making activities: inefficient plants were closed. The workforce was reduced from 3,600 to today's 1,700. Meanwhile more than £240m was invested in new plant.

The turnaround has been impressive. Operating profits have doubled from £12.5m in 1986 to £25.8m last year. Turnover has increased by nearly 50%.

Over the same period net debt has been reduced from £152.7m to £31.7m. Returning the company to financial health has not been an easy task, particularly in relation to large scale job losses.

Irish Sugar has also had to fend off takeover moves, in one instance from companies controlled by Mr Larry Goodman, the Irish meat trader now fighting for survival after revealing debts of more than £150m.

About 10 per cent of the shares are likely to be taken up by employees and 5,000 beet growers. The government will keep its shares for at least two years and has retained a Golden Share to stop the sale of any of the main assets.

The company has also been made virtually takeover proof by restrictions which stop any corporate investor holding more than 15 per cent of the equity.



Chris Comerford: expansion sought through acquisition overseas. Expertise could be put to use in Spain or Greece

Mr Chris Comerford, group chief executive, says that in spite of the limitations imposed on the flotation there has been plenty of interest.

"We are looking on as a solid, efficient enterprise. People are interested, not just in Ireland but also in the UK and on the Continent, particularly in Germany," he says.

There are limitations on the company's sugar operations. Output - currently 200,000 tonnes per year - is controlled by the EC quota regime.

The company has a virtual monopoly in the domestic sugar market and while the sugar division is likely to continue to generate substantial profits, its sales will probably drop to about 40 per of group turnover this year.

Mr Comerford sees expansion either through acquisition overseas, possibly in Spain or Greece where Irish Sugar could put its expertise to use, or through the growth of the food and agri-trading divisions.

At the end of 1989 Irish Sugar bought a 50 per cent stake in Odlums, the largest Irish flour miller, for £17.6m and will acquire the remaining 50 per cent at the time of flotation. Earlier this year Grassland, a fertiliser operation with a 25 per cent share of the domestic market, was acquired.

"We aim to be a broadly based agri-business," says Mr Comerford. "We must get a wide geographical spread to our operations. It's the only way to expand."

### DIVIDENDS ANNOUNCED

Company	Dividend	Ex-dividend date	Dividend	Ex-dividend date
Abbey New Euro	0.25	June 28	0.25	-
Ascor Fisheries	0.05	May 23	0.05	-
Baird (William)	5.35	July 4	5.15	8.4
Beckman (A)	1.63	June 3	1.63	4.78
Brammer	8.5	July 1	8.5	13
Butler Cox	3.5	May 31	3.5	5.25
Cooper (Fred)	1.5	July 1	1.5	4
Costain	7.5	July 1	7.5	12.25
Elys (Wimbledon)	14.5	-	13.5	16
Estates & Gen	2.525	May 29	2.525	3.75
Estates & Gen	3.75	-	3.75	6
Ipeco	0.2	June 7	0.2	3
London & Man	9.144	June 7	8.295	12.09
Oliver Group	4.75	May 13	4.75	5.75
WFC Wedgeport	1.5	July 1	1.5	3.8
Scholl	3.5	May 20	3.5	8
T&S Stores	3	May 31	2.5	5
Tilbury	22.5	June 5	22	33
TT Group	31	May 30	2.5	4

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡USM stock. †Excludes special of 0.5p.

## EUROPEAN SMALLER COMPANIES FUND

8 Avenue Marie-Thérèse / L-2132 Luxembourg

R.C. Luxembourg B 20093

Messrs Shareholders are hereby convened to attend the ANNUAL GENERAL MEETING which will be held on April 23rd, 1991, at 03.00 p.m., at the registered office, with the following agenda:

1. Submission of the reports of the Board of Directors and of the Authorized Independent Auditor.
2. Approval of the balance sheet and the profit and loss statement as at December 31st, 1990, and allocation of results.
3. Discharge to the Directors in respect of the carrying out of their duties during the fiscal year ended December 31st, 1990.
4. Co-optations of Mr. Arnaud Dubois, Mr. Dominique Delattre and Mr. Simon Key as Directors.
5. Re-election of the Authorized Independent Auditor for a new term of one year.
6. Miscellaneous.

The shareholders are advised that no quorum for the items of the agenda is required and that the decisions will be taken at the majority of the shares present or represented at the Meeting. Each share is entitled to one vote. A shareholder may act at any Meeting by proxy.

By order of the Board of Directors



National Westminster Bank PLC

NatWest announces that with effect from Friday 12th April 1991 its Gold Plus overdraft rates will be amended as follows: borrowing up to and including £10,000 reduced from 16% to 15.5% p.a. Unauthorised borrowing over £10,000 remains unchanged at 22.5% p.a.

41 Lothbury London EC2P 2BP



UK COMPANY NEWS

# Higher interest leaves Baird static at £33.8m

By Alice Rawthorn

**WILLIAM BAIRD**, the textile and engineering group, yesterday unveiled static pre-tax profits of £33.77m for 1990, compared with £33.2m, due to the downturn in the textile and engineering markets.

Mr Donald Parr, chairman, said 1990 had been a "very difficult" year for the group. So far, he said, this year had proved difficult too, although he hoped to see a recovery in textiles during the second half.

Group turnover rose to £519.1m (£444.52m) and operating profits to £39.89m (£35.83m), although roughly half this growth was attributable to acquisitions.

A steep increase in interest payable to £6.82m (£3.73m) checked the growth in pre-tax profits. The increase in interest reflected a rise in gearing from 12 to 26 per cent due to cash payments for acquisitions and higher capital expenditure.

Earnings per share slipped to 24.1p (24.3p) because of the increase in the number of shares in issue following the acquisition of Centaur in mid-1989. The board proposed an increase in the final dividend to 5.35p producing a total of 8.5p (8.4p).

The textiles division, which is one of the largest clothing suppliers to Marks and Spencer, increased operating profits to £27.06m (£23.23m) on turnover of £399.38m (£335.02m). The textile market was hit by weak domestic demand and fierce import competition last year.

Darchem, the engineering division, saw operating profits rise to £12.83m (£12.5m) on turnover of £120.22m (£109.5m). Its performance was affected by the slowdown in the car and construction industries.

Mr Parr said that current market conditions were so uncertain that it was impossible to predict the outcome for 1991 with any certainty. However, he was confident that Baird would be able to "avoid catastrophes" and hoped that the textile market would be beginning to recover by the end of this year.

**COMMENT**

William Baird has been so steady a performer in the troubled world of textiles that it was scarcely a surprise to see it produce a set of results free from the plunging profits and awful extraordinary charges that have peppered those of its competitors. The group has such a broad spread of textile interests - and so solid a relationship with M and S - that this division seems well placed to weather yet another testing year. The outlook for engineering is rather bleaker and profits are expected to falter this year. All in all Baird will do well to hold profits at £33m in 1991. This leaves the shares, unchanged at 26p yesterday, fully valued on a prospective P/E of 10 at least until it shows signs of real resurgence.

# Oliver Group takes a backward step to £2.7m

By Maggie Urry

**OLIVER GROUP**, the third largest specialist footwear retailer in the UK, suffered a fall of 34 per cent to £2.7m in pre-tax profits for 1990.

However, the 440-strong chain recorded a 22 per cent rise in trading profits to £4.4m.

The pre-tax figure was held back by a £486,000 trading loss at Oliver's 32 picture framing shops, compared to a small profit in 1989; losses of £558,000 in the photo-processing business, which was sold three days before the year end; a fall in profits from property sales from £2.6m to £1.8m; and a rise in interest charges to £2.6m (£2.3m).

Turnover from on-going businesses was 5.6 per cent higher at £33m, while group turnover rose 6 per cent to £38m.

Mr Ian Oliver, chairman, said that the group's usual first half loss would be higher in the current year than the £1.4m interim loss in 1990. But, he said, this should be corrected by the year-end as losses had been eliminated by the sale of the photo-processing chain and a return to profits by the framing division.

Mr Graham Taylor, group managing director, said the first quarter of the current year had been tough in footwear even before the impact of the budget increase in VAT was seen.

An unchanged final dividend of 4.75p is proposed to give a slight increase for the year to 5.85p (5.70p). Earnings per share were 33 pence (31 pence) lower at 11.25p (11.85p).

The shares yesterday fell 3p to 185p, while the A non-voting shares were 5p lower at 100p.

# Refocused Scholl dips to £14.2m

By Michio Nakamoto

**SCHOLL**, the personal and foot care products group formerly known as European Home Products, reported a fall in pre-tax profits last year in its first results since embarking on a restructuring program.

The decline to £14.18m from the previous £15.91m came in the wake of a number of disposals aimed at focusing the group's operations on personal care products.

Last year it sold its sewing and consumer durables businesses in March and its loss-making hosiery businesses in October. On a pro forma basis, excluding the contribution from the disposed businesses from the 1989 results, pre-tax profits were up 14.5 per cent from £12.4m.

Turnover declined to £145.75m (£138.84m) although it was higher on a pro forma basis (£123.99m). Trading profits rose to £15.39m (£16.11m or £14.85m pro forma).

Mr Neil Franching, chief executive, said that the healthy performance reflected the group's success in penetrating markets and in coming up with new and improved products.

The fastest area of growth was in the

foot and legware division, indicating that there was still considerable room for expansion for its bread-and-butter products, he said.

Last year's disposals reduced borrowings from £55m to £13m and gearing from 80 per cent to 14 per cent.

With the group's activities focused solidly on the provision of personal care products and with its balance sheet in order again, the group said it was looking to expand through acquisitions and licensing and distribution agreements.

Earnings per share fell to 10.5p (12.1p) although on a pro forma basis, excluding an exceptional gain of £10.02m arising from the disposal of two properties in 1989, earnings were up 51 per cent from 7.2p per share. The final dividend is unchanged at 3.5p giving a total of 6p.

**COMMENT**

A solid set of results from a company that has been transformed from a mishmash of businesses to a neatly focused group makes Scholl a perfect example of what can be accomplished by a sensible change of course. Scholl, which was acquired by

EHP in 1987, had been its main contributor, putting in annual compound growth of 10 per cent and doubling trading profits over three years. The balance sheet, which has been restored to healthy order by the disposals, is set to be boosted further by the sale of its sewing and consumer durables businesses. Together with expected cash flow from a highly cash generative business, borrowings could be eliminated by the year end. The management, meanwhile, has continued to exploit the Scholl brand name with new product lines and forays into overseas markets. Turnover in Japan, for example, where it sells graduated compression hosiery, more than doubled in 12 months, although being a joint venture the results are not consolidated. The prospects for the group using its proven marketing skills to expand in a similar way in other markets look good. Profits of some £16.5m this year give a prospective P/E of 13. While this is in line with the market, considering that similar companies in the sector are trading at premiums of over 10 per cent, the shares still have some way to go.

# Gloomy 1991 for finance houses

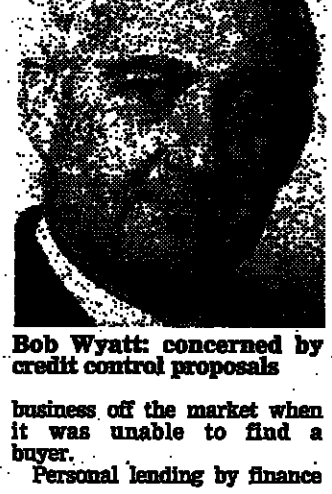
By David Barcland

**BRITAIN'S FINANCE** houses face increased arrears and bad debts, reduced new business, and falling profits in 1991, according to the annual report of the Finance Houses Association published yesterday.

The deteriorating business environment has adversely affected every part of our members' activities," said Mr Bob Wyatt, FHA chairman.

Finance houses lend money to individuals or companies for the purchase or leasing of large assets.

Most reported a sharp drop in profits last year and two of the big four clearing banks, Midland and Barclays, placed their finance house subsidiaries on the market. Midland later took its Forward Trust



Bob Wyatt: concerned by credit control proposals

houses dropped 3 per cent last year to £11m and business lending was down 17 per cent to £5.5m, though leasing activity rose by 18 per cent to £7.2m.

Mr Wyatt said the FHA was concerned by recent Department of Trade and Industry proposals to tighten the law on credit marketing. He said some of the proposals would lead to increased costs and delays for customers.

The FHA is particularly worried by the European Community's Draft Directive on Data Protection.

It says it would effectively put an end to credit scoring, one of the main tools lenders use when assessing a customer's credit worthiness.

business of the market when it was unable to find a buyer.

Personal lending by finance

houses dropped 3 per cent last year to £11m and business lending was down 17 per cent to £5.5m, though leasing activity rose by 18 per cent to £7.2m.

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It says it would effectively put an end to credit scoring, one of the main tools lenders use when assessing a customer's credit worthiness.

# Lower death rate dampens PHK

By Michio Nakamoto

A 3 per cent decrease in the national death rate last year put a damper on profits at PHK Hodgson Kenyon International, the UK's largest quoted funeral services group that is just under 30 per cent-owned by the French funeral group Pompes Funeraires Generales.

Pre-tax profits for the year to December 31 were £3.06m on turnover of £50.84m. Comparable figures for the three months since the group started trading in October 1989 show taxable profits at £2.3m on turnover of £12.25m.

The group was formed in July of that year in a merger between Hodgson Holdings, the funeral services company led by the flamboyant Mr Howard Hodgson, and Kenyon Securities. In February, Mr Hodgson unexpectedly departed the

company, selling his 12.5 per cent stake to the French, and leaving it in the hands of a French-dominated management.

A marked decline in the UK death rate last year was blamed by the group for a fall in operating margins on funeral services. In the second half of the year the death rate fell by 8 per cent from the first half and in December alone it was 29 per cent lower year on year due to the absence of a flu epidemic. The fall in the death rate had led to a slump in turnover to £21.34m in the second half, compared with £22.55m in the first six months, the company said.

The fall in turnover in the second half resulted in a reduction in operating margin on funeral services, which

accounted for 88 per cent of group turnover. Funeral Services contributed £44.87m to turnover and £13.22m to group operating profits which amounted to £11.92m due to a loss from the pre-arrangement business and central overhead costs.

Borrowings were at £31m at year-end against net assets of £5.7m. Interest cover last year was two times if the preference dividend is treated as interest rather than dividend. The group has been building up an executive limousine hire and the contribution from this side is included in the funeral services business as are that of the emergency services and crematoria.

A final dividend of 1.5p is recommended making a total of 3.6p.

# Assoc Fisheries pulls out £3.4m

Associated Fisheries pulled out of its first-half decline to report a 64 per cent rise in taxable profits for 1990.

The advance, from £2.07m to £3.39m, was achieved on sales down of £85.14m (£109.17m).

Mr Keith FitzGerald, chairman, said the improvement reflected substantially higher profits throughout the group and a positive pre-tax contribution from Macfish.

Operating profit surged to £4.05m (£1.38m) helped by higher contributions from trading, oil distribution and engineering. Last time's figure was hit by losses at DA Macrae.

An increased final dividend of 6p makes a total of 7p (6p) for the year. Earnings rose to 12.64p (10.07p).

Associated Fisheries is more than 50 per cent-owned by Eastern Produce.

## COMPANY NEWS IN BRIEF

**RAYNES (CHARLES):** Offer for First Fast Packaging has been declared unconditional as to acceptances. The offer, and partial share alternative, is extended until further notice. Valid acceptances total 98.71 per cent of the issued share capital. Charles Raynes' rights issue of 30m new ordinary has been taken up as to 95 per cent.

**BLACK (PETER):** has sold the assets and business of Horne's Pottery to Zemonit, a new company, for £108,000 cash. Inter-company debt of £800,000 was also repaid. Proceeds to be used to reduce group borrowings.

**COMMUNITY HOSPITALS:** Group has received applications in respect of 7.01m of the 8.07m ordinary shares issued in its rights issue. The balance has been sold in the market at 184p, compared with the issue price of 136p.

**ELLS & EVERARD:** has purchased the business and certain net assets of KD Thermaplastics for £2.65m cash. In 1990, KD, based in Chertsey, Surrey, achieved pre-tax profits of £670,000 on sales of £10.3m.

**FERRANTI:** has sold its PABX interests to Siemens Communications. Siemens will take over the existing maintenance operations and will provide an ongoing service for the UK installed base of Ferranti PABX Systems.

**FERRONET:** Talks which may have led to an offer for the company by Mr L. Whyte, chief executive, have been terminated.

**HALLS HOMES AND GARDENS:** The rights issue has had a 98 per cent take-up, subscribed as to 7.9m by directors 1.52m ordinary, other existing shareholders by way of rights 10.17m, existing holders exercising underwriting commitments 23.05m, and other institutions through underwriting commitments 0.89m ordinary.

**MARKHEATH SECURITIES:** has disposed of 4m ordinary shares (9.39 per cent) in Frogmore Securities, reducing its stake to 17.25 per cent.

**MAXPRINT:** has contracted to acquire at least 95 per cent of

Decisionware, conditional on the placing of shares to be issued to the vendors by way of initial consideration which amounts to £94,000. Further consideration totals £7.12m over the years to March 31 1994 depending on profits. Decisionware specialises in computer software, productivity tools, software application products and professional services.

**PRINCES:** the canned goods importer and a subsidiary of Mitsubishi Corporation, has acquired G Barracough, the Bradford-based soft drinks manufacturer.

**REGINA HEALTH & Beauty Products:** Mr Shiraz Malik-Noor, chairman, has extended his option to subscribe 10m ordinary shares at 2p per share. He now owns 17.5m (16.36 per cent). Also the Stock Exchange has approved in principle a selective placing of up to 9m shares. On the completion of both, the company will have about £400,000 of additional capital.

**WILLIAMS (REX) Leisure:** has had discussions with a private company with a view to the injection of a business into the public company leading to the company gaining a USM quote.



# Turnover FRF 32.5 billion, net income FRF 2.8 billion

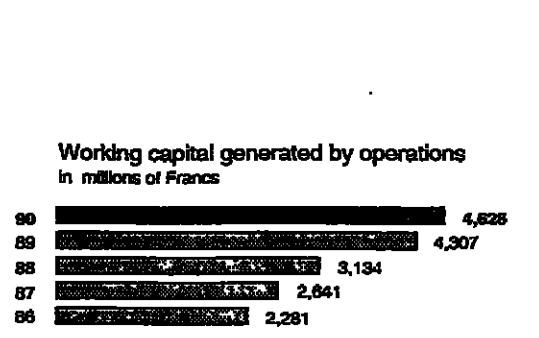
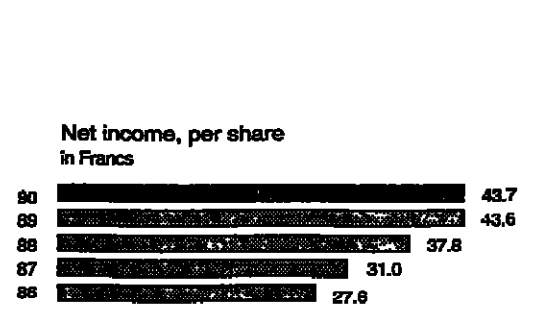
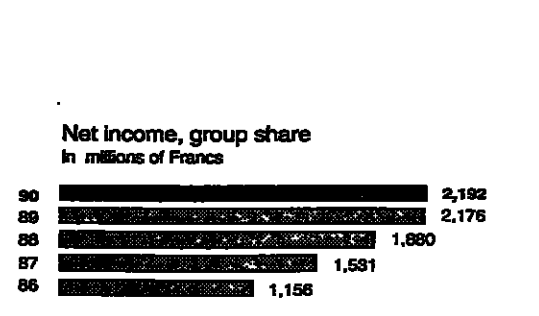
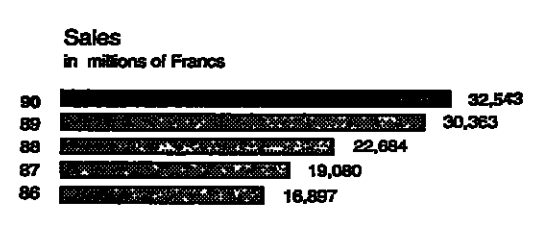
The board of directors of Lafarge Coppée, presided by Chairman Bertrand Collomb, met on March 21, 1991 to review the corporation's 1990 accounts.

Consolidated net income after minority interests increased 1% to FRF 2.192 billion or FRF 43.7 per share compared to FRF 43.6 per share in 1989. Consolidated net income was FRF 2.787 billion. The board will ask the general meeting of shareholders to approve a dividend of FRF 9.00, up 3% on 1989.

By maintaining profits at this high level in 1990, the group has proven its ability to withstand more trying business conditions and benefit swiftly from major moves made in the past two years, which represented investments totalling FRF 17.5 billion.

In 1990 the group encountered more unsettled conditions in a number of geographical zones and business areas: in Ontario, where Lafarge Corporation has very sizeable operations, the construction market declined significantly; gypsum wallboard prices came under fresh attack, while biochemicals were hard hit by the dollar's decline.

As in 1989, profits were bolstered by recent acquisitions. These brought a more balanced geographical spread of business particularly in Europe. One result was that Lafarge Corporation's retreat in North America was largely offset by gains in Europe, most notably Spain.



Finally, as in past years, 1990 results include non operational items: such as the capital gain on the sale of the bathroom equipment business (Allia-Keramag), and the provisions on the group's interest in Aancor Holdings, the holding company which owns National Gypsum.

Sales totalled FRF 32.543 billion, an increase of 7% (12% excluding currency translation differences) and 2% after eliminating both the impact of recent acquisitions and currency translation differences). It does not take into account the full-year impact of acquisitions made in 1990 (a majority interest in Karsdorf, the largest cement producer in East Germany; a joint-venture with Redland Plasterboard that makes Lafarge Coppée number two in Europe in gypsum wallboard; and the acquisition of paint manufacturer Tollens, through which we became one of France's leading construction paints specialists). Together these moves strengthened Lafarge Coppée's position as world leader in building materials.

At the end of 1990, stockholders' equity amounted to FRF 23 billion, with net debt of FRF 7.6 billion. Cash-flow from operations was FRF 4.6 billion and capital expenditures and investments totalled FRF 7.0 billion. Thus the group has the necessary capacity to pursue its growth strategy while maintaining its sound financial structure.



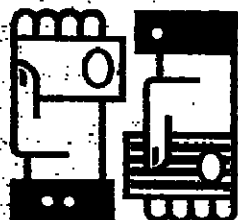




FINANCIAL TIMES SURVEY

# LATIN AMERICAN FINANCE

Friday April 5 1991



The region's economic prosperity looks more assured than it did a year ago. However, most

Latin American politicians and economists will remain uneasy while they wait for concrete evidence that the US recession is ending. Robert Graham reports

## A brighter panorama

WITH the Gulf War over and oil prices stabilised, Latin American countries will remain uneasy about the international outlook until they see positive evidence of the US recession bottoming out. Yet compared to a year ago there is much more cause for optimism. Widespread fears that the international business community would be seduced by the opportunities opening up in eastern Europe and the Soviet Union at the expense of Latin America have proved groundless. Indeed, the contrary has tended to happen.

President George Bush last June launched his "Enterprise for the Americas" initiative, heralding Washington's desire for a new and more equal partnership with Latin America. For the first time, the US appears genuinely committed to fostering strong investment and trade ties with the region, beginning with a Free Trade Agreement with Mexico.

This is partly a consequence of the US recognising that Latin America is no longer a region of super-power conflict and thus relationships have no need to be based on military ties and aid flows. It is also a product of continuing uncertainties over the fate of negoti-

ations on trade liberalisation in the stalled Uruguay Round talks.

Such considerations do not exclude the expansion of relations between Latin America and the European Community or development of new ties with Japan and the Asian NICs. But it is nevertheless an implicit acceptance that the Americas offer a natural sphere of US influence.

Latin American leaders for their part have buried old antagonisms and prejudices about US imperialism, and with it their traditionally defensive view of foreign investment. Instead they see a natural synergy between their resources, cheaper labour, expanding markets and North America's technology, capital and purchasing power.

No American president has been so well received in Latin America as Mr Bush when he visited the region late last year. The fact that he went ahead with the trip at the height of preparations for the Gulf war underlined his commitment. The initiative's ultimate aim - to create a free trade zone from Alaska to the Antarctic - may still sound unrealistic. Nevertheless, it provides a stable framework

both for Latin American governments to plan economic development and for foreign investors to consider the opportunities in this resource-rich region with a population of more than 400m and a GDP two thirds that of eastern Europe and the Soviet Union.

At the same time, instability in the Middle East and the problems of dealing with eastern European nations undergoing large political transformations without any experience of the market economy has highlighted the potential in Latin America. The region boasts functioning if imperfect democracies, a vigorous private sector (with unhealthily large quantities of capital invested abroad), and a modern banking system with effective central banks.

Just as important, some hard lessons have been learned over the past decade as a result of the debt crisis. Recession has hit deep with average per capita incomes back to the levels of the late 1970s. Only Colombia has recorded consistent positive growth. Governments have been forced to adapt. For example, the need to service debt, or at least retain the goodwill of the international financial community, led to the abandonment of the once fashionable import substitution model development.

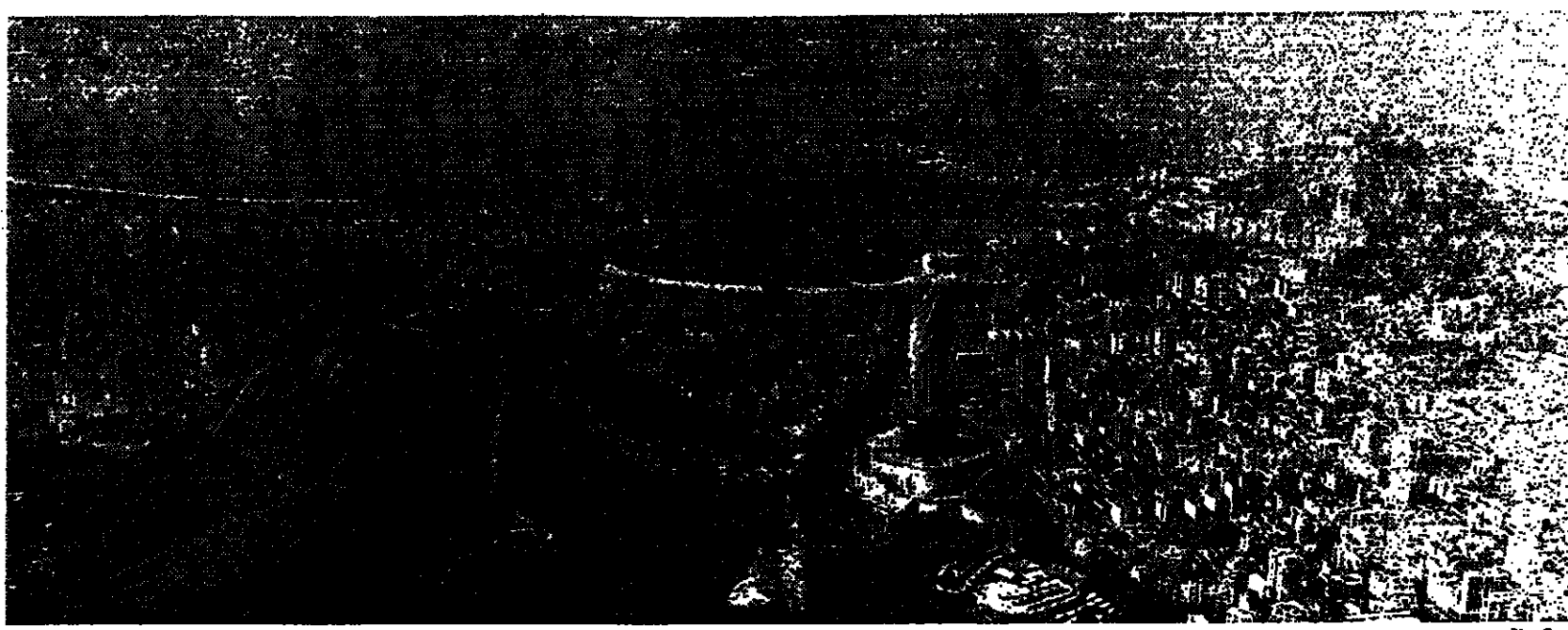
The emphasis has switched to export-orientated growth, economic liberalisation, financial deregulation and the dismantling of investment restrictions and trade barriers. In tandem the role of the state has been slimmed down and attempts have been made to carry out thorough fiscal reform.

The significance of this seemingly irreversible shift in direction and policy cannot be over-emphasised. Up and down Latin America governments are talking the same language and incidentally learning from the mistakes and examples of other people. In this context, the Inter-American Development Bank (which meets this week in Nagoya, Japan) has become not merely a lending agency but a forum for channeling these new ideas on macro-economic policy; and Mr Enrique Iglesias, its president, has established himself in Washington as *de facto* spokes-

man for the region's financial affairs. Cuba is the sole country stuck in a socialist time-war. But Chile has emerged from military dictatorship to be the model of economic management and market-orientated policies - demonstrating that sound economic policy is not the prerogative of authoritarian rule.

Increased homogeneity of policy encourages integration. Once again the idea of a common market within central America is being revived. More significantly, Argentina, Brazil, Paraguay and Uruguay signed on March 26 the Treaty of Asunción. This commits the four countries to work towards eliminating tariff and non-tariff barriers on trade by December 1994. The treaty further envisages a free trade in services and co-ordination of monetary policy. Such an aspiration when Argentina and Brazil are still grappling with hyper-inflation may seem grossly over-ambitious; yet five years back the mere idea would have been inconceivable.

Meanwhile, the generalised acceptance of privatisation as a means to cut the role of the state, stimulate investment



The figure of Christ the Redeemer looks down from Corcovado on the city of Rio de Janeiro

and reduce debt has become one of the most remarkable phenomena in the past year.

The Mexican treasury this year could earn more than \$10bn largely through the sale of banks and the national telephone company; Brazil over the next two years could raise \$15bn in privatisations while Argentina has retired \$10bn of debt in this way. The main problem here is going to be competition for funds and investors.

Although the region's macro-economic policies are pointed in the right direction, the results remain uneven. On the positive side, a growing number of countries are over the worst of the "lost decade" of the 1980s and are beginning to enjoy sustained recovery. Recession has not prevented the value of the region's exports increasing in five years from \$78bn to \$120bn, with the 1990 trade surplus standing at \$26bn.

In part this reflects oil sales (and Colombia's entry as an oil exporter) alongside the continued strength of traditional commodities such as coffee and copper. However, agricultural exports have diversified and done well, as have non-traditional exports. One cannot

ignore either the continuing impact of the vast illegal drugs trade in underpinning economies such as Bolivia, Colombia, Peru and increasingly those of central America.

Export surpluses have helped cope with the large demands to cover debt service. Although the region's debt stands at a daunting \$425bn, the debt service ratio has dropped from a high of 41 per cent to 26 per cent at the end of last year. Chile and Mexico last month became the first countries to raise funds through sovereign debt issues since the onset of the debt crisis in 1982.

The debt overhang has become more manageable and a series of imaginative debt-reduction formulas has been found. Mexico, Costa Rica, Venezuela and, lastly, Uruguay have achieved debt reduction deals with the commercial banks within the Brady Plan formula. The Paris Club last year approved seven rescheduling agreements for official bilateral debt, the softest terms being extended to Bolivia and Guyana.

Nevertheless, the debt burden imposes constraints across the board and will long condition access to fresh external funding. By the end of last

year four countries were behind in their payments to the International Monetary Fund, five to the World Bank and seven to the IADB. Indeed, unpaid arrears largely explain last year's lower level of net capital transfers at \$19bn. Total arrears increased \$1bn to \$30bn last year, of which nearly a quarter was accounted for by Brazil, the largest foreign debtor.

The most difficult debt cases to resolve are also those economies still suffering hyper-inflation - Argentina, Brazil, Nicaragua and Peru. In varying forms, these governments are paying the price for past economic mismanagement, combined with continued failure to hold down public spending and introduce effective fiscal and monetary policies.

Since the beginning of the year, both Argentina and Brazil have introduced new adjustment plans but it is premature to suggest they are about to turn the corner. It is essential they do, since between them they account for 40 per cent of the region's debt and 35 per cent of its exports. Their plight casts a cloud over an otherwise brightening panorama.

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### IN THIS SURVEY

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Trade: Queuing up to form common markets:

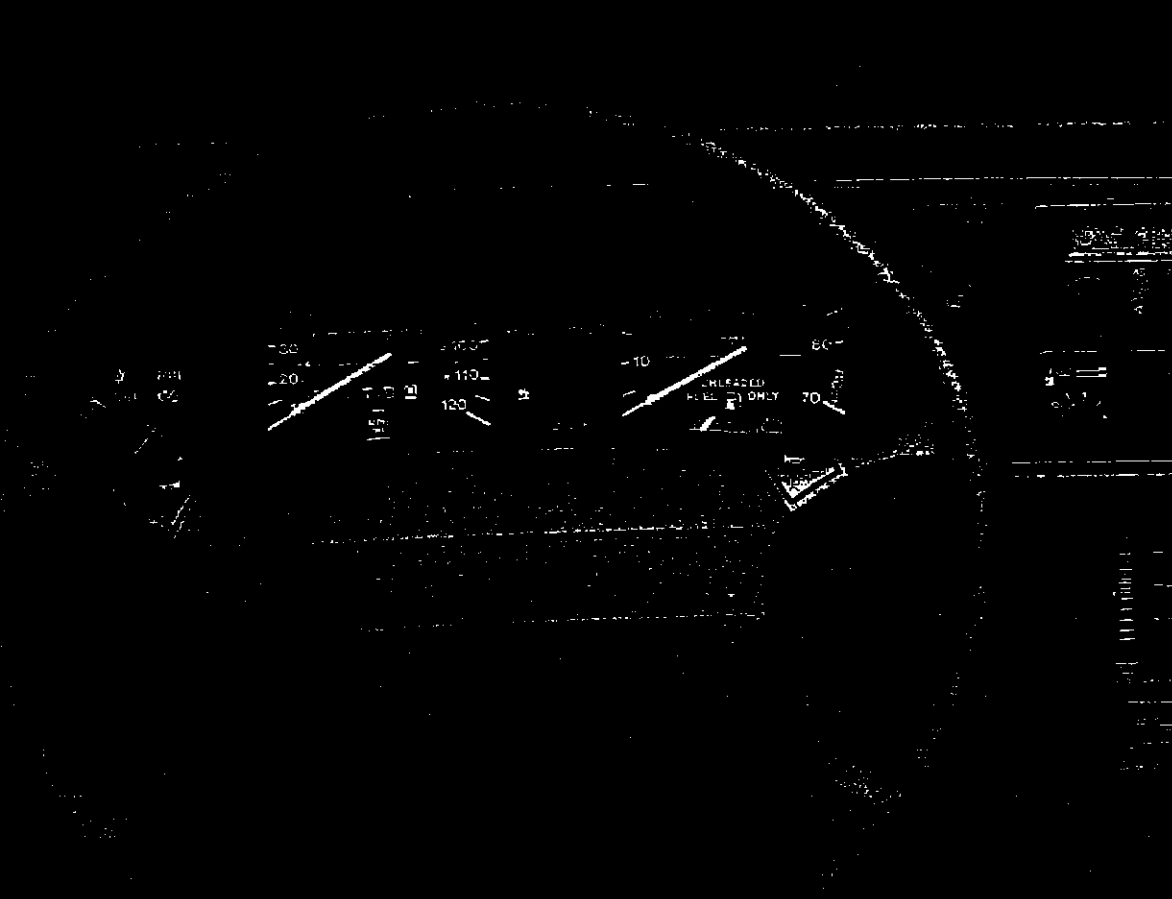
Brazil: Problems for the self-offs

Debt in the developing countries: A market transformed:

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## WHICH BANK DO INVESTORS TURN TO WHEN THE ROAD LEADS TO MEXICO?



They most often contact Banco Nacional de México and more specifically, the Foreign Investment Department of Banamex, Mexico's largest bank.

The Bank is Mexico's leading institution of industrial development, in the formation and financing co-investment joint ventures and in the organization of start-up operations for multinational industries in Mexico.

To serve the growing trend of investments in Mexico, Banamex has organized a number of internal operating units

that offer an array of specialized advisory and financial engineering services. These units are supported by the entire resources of the domestic and international operations of the bank.

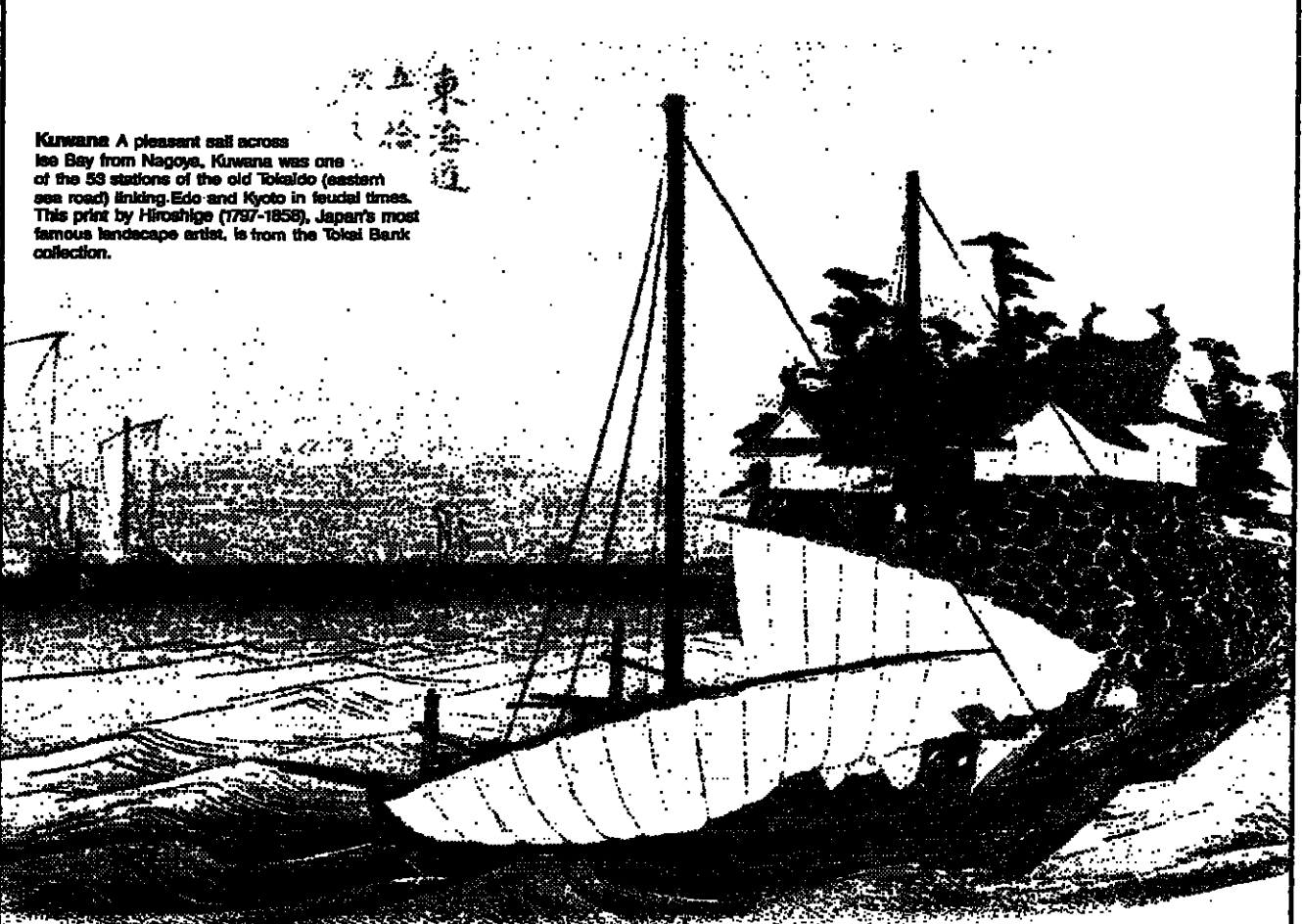
Banamex has long been identified with the process of linking the investment opportunities of competitive Mexico with the world. It is the bank that knows both the opportunity and Mexico best.

Banamex, Mexico's investment link to the world.



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## Leading the Fleet in Global Financial Services



Kuwana: A pleasant sail across the Bay from Nagoya. Kuwana was one of the 53 stations of the old Tokaido (eastern main road) linking Edo and Kyoto in feudal times. This print by Hiroshige (1797-1858), Japan's most famous landscape artist, is from the Tokai Bank collection.

Tokai Bank has the regional knowledge to respond to customer needs promptly, through worldwide operations in 25 countries and autonomous regional headquarters in New York, London and Tokyo. Ranked ninth-largest in assets\* worldwide, Tokai Bank is successful as a partner in support of companies looking to export, set up operations overseas, raise funds or invest in world markets.

A broad client base, expertise and responsiveness, three solid reasons to rely on the global information and financial strengths of Tokai Bank.

\*Fortune Magazine, July 1990.



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## LATIN AMERICAN FINANCE 2

Commercial bank loans dominated in the 1970s and early 1980s, but the range of instruments has broadened, writes Tracy Corrigan

# Borrowers rediscover the capital markets

THE trickle of Latin American borrowers returning to the international capital markets is gaining impetus. According to research by Salomon Brothers, capital flows into Latin America have grown from \$5bn in 1989 to over \$13bn for 1990.

While commercial bank loans dominated Latin-American finance in the 1970s and early 1980s, the range of both borrowers and instruments has broadened considerably in the last few years. Both state-owned and private companies have been able to tap the market using a variety of instruments, including bonds, securitised or collateralised debt, and share issues.

The improvement in economic conditions in some countries has been matched by a realisation that the performance of Latin American bonds, as opposed to loans, has been quite strong.

"The general perception of Latin American debt is coloured by the loan restructurings. But debt securities and equities have performed well in dollar terms," one banker says. "Over the last 15 years, the default rate for bonds has been less than 1 per cent."

Latin America has generally proved a good bond credit and a bad loan credit, reflecting, perhaps, differences in bond and loan structures. Bonds are much harder to restructure than loans, and defaulting on a bond issue would lead to loss of access to the capital markets for an indefinite period.

Mexico and Venezuela have completed Brady-style debt agreements, and embarked on economic reforms, while Chile has reached a comprehensive agreement with its private creditors. Investors have also realised that even distressed economies such as Brazil may have one or two strong companies.

Summary of capital flows to selected Latin American countries (1989-90 \$m)		
	1989	1990
Argentina	1,400.5	521.5
Brazil	150.0	408.3
Chile	1,489.9	2,048.4
Mexico	702.3	8,385.2
Venezuela	1,020.2	1,842.6
Regional	577.5	176.0
Total	5,000.4	13,366.0

Source: Salomon Brothers

Mexico, following a political and economic resurgence over the last few years, has been the at the forefront of the market, since it effectively reopened in 1989. It was the largest recipient of new capital flows in 1990, with a total of \$8.4bn, enough to cover the nation's projected current account deficit twice over, say Salomon Brothers.

To have access to the international capital markets, a Latin American issuer has to be at the top of its industry, financially strong, and a large generator of dollars. This means that there are only a dozen or so eligible names in Mexico, still more than in most other Latin American companies.

Pemex, the state oil company, has led the way with Eurobond issues in D-marks, Austrian schillings and dollars, as well as a US domestic offering. Pemex's recent dollar offering is trading at a premium to its face value, reflecting firm investor demand.

The shortage of Mexican paper is likely to encourage Mexican borrowers to return to the markets, where they may find more attractive rates. However, a double digit coupon remains psychologically important; few investors will buy paper with maturities in more than five years.

Among recent Mexican borrowers, Telmex, the telecommunications company, brought a \$100m US private placement last year while Camex, the cement producer, has launched one Eurodollar bond issue and is preparing another. This is expected to be a \$300m registered Eurobond, via J.P. Morgan, with a tranche for placement in the US under Rule 144A. Other issuers include Novum, an industrial company and Vitro, a glass producer.

In the short-term markets, the London and New York branches of Mexican banks issue 90 to 180 day certificates of deposit. Mexican companies are expected to start to issue commercial paper soon, though, again, there will be a strong quality constraint.

Outside Mexico, large borrowings have been few, although the volume of small private placements has risen.

Chile, perceived as a stronger credit than Mexico, has been little in evidence, due to the country's well developed domestic markets.

Chile's top companies can raise funds for as long as 12 years domestically for a margin of only a couple of basis points above the dollar London interbank offered rate, a funding level which most companies elsewhere in the world would envy. The short-term paper market also offers



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highly competitive rates.

Rates in Chile became very tight because of the growth of pension funds, which were restricted to domestic instruments. As their demand for paper could not be met by domestic issuance, there has been some relaxation of the

rules. Chilean companies have little incentive to borrow outside their own market. However, Compania de Telefonos de Chile (CTC), the telecommunications company, issued nearly \$100m shares at American Depository Receipts on the New York

stock exchange last year. Chile contrasts with Mexico, where domestic rates are high, and the market extends no further than a year. For 30 to 90 day dollar funds, even the strongest companies have to pay between 17 and 18 per cent.

There have been a number of issues by Venezuelan companies, such as Sivena Steel and Corimon Chemical. Petroleos de Venezuela, the Venezuelan oil company, raised DM200m last October. But Venezuelan companies are generally less well known internationally,

and the economic fundamentals are less favourably perceived.

In other countries such as Brazil, Argentina and Colombia, still facing economic problems, there have been only a few privately-placed deals, usually for less than \$25m.

## MEXICO: learning from past mistakes

# In the final stages of privatisation

"A bigger state meant a reduced ability to respond to social demands and in the end greater weakness of the state... the state kept expanding while the welfare of the people collapsed." President Carlos Salinas de Gortari, November 1989.

IF privatisation is the new buzzword in Latin America, Mexico can take much of the credit. Eight years ago, Mexico's government started selling its state-owned companies; some 250 privatisations later, the process is almost over. Within the next 12 months the country's 18 state-controlled banks, the remainder of its shares in the telephone monopoly, Telmex, and the steel company, Sidermex should all have been sold.

The government would be left with the state-owned oil company, Pemex, the federal electricity company, railways and postal services, among other enterprises. But Mexico's constitution keeps these strategic companies in state hands - and Mr Salinas, under pressure from the nationalist forces in his party, has vowed not to change the constitution. The Mexican privatisations have, as in the rest of the continent, been driven by the desire to raise money (this year the government could raise more than \$10bn from privatisations), to improve the efficiency of for-

mer state-owned enterprises, and make the government more responsive to social rather than industrial problems.

As in Chile, the other pioneering privatiser in Latin America, the desire has proved easier than the implementation. Mexico's early privatisations were messy, ad hoc and poorly organised.

Mexicana, the state airline, was finally sold in August 1989, some three and a half years after Mr Salinas, then budget minister, had told the FT that its sale "was a fact". Cananea,

The government has been more careful in evaluating companies before putting them up for sale, and introduced a two-stage bidding process for the sale of the banks and Telmex

the copper mining company, was finally sold last year, four years and four bungs after it was first put on the market. The biggest scandal came when the government replaced some non-voting bank shares in 1987 to bank employees and, it is alleged, to government sympathisers. The shares were greatly under-priced; those of the two biggest banks climbed by 3,000 per cent and 2,000 per cent respectively in the seven months after the offering.

Mr Jose Cordoba, Mr Salinas's closest adviser, seems to have admitted to the difficulty of the process when he warned in a recent article in the Mexican magazine *Nexos* that "there is a tendency all round the world for privatisation programmes to underestimate the complexity and time-consuming nature of each transaction". Mr Cordoba criticised Chile's 1970s privatisation programme for leading to "crony-type capitalism" - exactly the criticism that opponents have levelled at the Mexican government.

But with Mexico's privatisation programme entering its final stage, the government seems to have learnt from many of its past mistakes. Recently, it has been much more careful in evaluating companies before putting them up for sale. It has introduced a two-stage bidding process for the sale of the banks and Telmex - one stage to weed out undesirable and another to select the highest bidder. The new process largely rules out string-pulling and bribes.



Chief of Staff Cordoba: realised the difficulties

The Salinas administration has also done a much better job at spelling out the regulatory structure the companies will face in the private sector. In the case of Telmex, the government set fairly rigid quality standards, price controls and conditions of competition.

In December, a consortium headed by the dynamic Mexican businessman Mr Carlos Slim Helu paid \$1.76bn for a 20 per cent controlling stake in Telmex, the largest-ever cash purchase in a developing country privatisation programme. The new company looks to be keeping to the regulations set out by the government - although earlier this year it had to waive temporarily a price increase owing to popular outcry. Over the next three years the consortium says it will invest \$8m in improving quality of service.

Later this year, the government is expected to sell the remaining 36 per cent stake in Telmex through an international share offering which could fetch roughly \$3bn. This will be the first time a develop-

ing country has sold a public company through the international capital markets.

Similarly, the Salinas government shrewdly laid the grounds for the bank privatisation in 1989 when it overhauled the financial system. It liberalised bank lending and deposit rates, and ended the compulsory channelling of credit to preferred sectors. Subsequently it introduced legislation that facilitates universal banking (when banks, brokerages and insurance agents are under the same roof), but prohibited the formation of integrated industrial-financial conglomerates.

In selling the banks, the ministry of finance has gone to great lengths to avoid accusations of selling them too cheap, or that it is giving them away to its friends. Booz Allen and McKinsey, the management consultants, have just finished valuing nine banks apiece. Each bank has to value itself and a national banking commission makes still further valuations.

The government started privatising banks on February 19



President Salinas: financial liberalisation set the scene for bank privatisation

this year, when it announced that Banpa, Multibanco Mercantil and Credi would be the first to be sold; at the close of registration some 17 offers had come in for the three banks.

According to a recent report by the Association of Mexican Banks, the government could raise up to \$8.5bn from the sale of 18 banks, just under 20 per cent of Mexican internal debt, and 85 per cent of the 1988 government deficit. Even at these prices there appears to be no shortage of suitors; as of the middle of March there were some 59 registered offers from 19 Mexican groups.

The ministry of finance suggests that Bancomer, the biggest and best-run bank, with \$15.5bn of assets, will be bought by either Mr Roberto Hernandez, boss of the brokerage, Acival,

or Mr Fernando Senderos of the conglomerate Desc (20 per cent of the voting shares will be bought by regional board members). Grupo Visa of Monterrey apparently is bidding for both Bancomer, the second biggest bank, and Serfin, which is also being bid for by Grupo Pula, owner of the brokerage Vector.

Perhaps the most interesting bid is for Banco Internacional from its 2,000 regional board members. Mr Jaime Corredor, Banco Internacional chairman, has been travelling the country putting the bid together with full support from the government. In spite of its official position of neutrality with regards to bids, the government would clearly like at least one of the banks to be controlled by small shareholders.

Mexico's recent privatisations

have been made a lot easier by the improvement in the economy over the past couple of years. As the chaotic Brazilian and Argentine attempts at privatisations attest, selling state companies when the economic future is so uncertain is a recipe for disaster - although the alternative of not selling loss-making companies may not be much worse.

Still, Mexico's privatisation unit in the Ministry of finance deserves some credit for learning from its past mistakes, and improving the process of privatisation as the programme has continued. If the unit privatised itself, it could probably profit handsomely from selling its services to its Latin neighbours.

Damien Fraser, Mexico City

The Inter-American Development Bank has seen many changes since 1988, writes Nancy Dunne

# An ambitious sense of purpose returns

THE news flattered through the bureaucracy of the elegant Inter-American Development Bank headquarters in Washington. Greenpeace, the activist environmental group, was outside delivering an eviction notice - to make room for a forest.

The "eco-warriors" were handcuffing themselves to trees to protest against the bank's proposed forestry policy, which they insist would evict native people from their homelands.

Inside the heavily-guarded confines of the bank, the protest seemed to evoke little alarm. Since 1988, when Mr Enrique Iglesias and Mr James Conrow came aboard the IADB as president and executive vice-president, the two have been steering the bank into the mainstream of environmental consciousness.

Officials point with pride to the creation of a new environmental division which reviews each project for potential negative impact. Six environmental projects were approved last

year and 13 are in train this year, totalling \$750m.

The bank has been restructured, and staff levels quietly reduced by about 18 per cent. Morale, at a low ebb in 1988, has rebounded and there is an ambitious sense of purpose.

This was defined by the intellectually restless Mr Iglesias, who works 15 hour days, sleeps four hours a night and studies German and the piano in his spare hours. The IADB, he decreed, should be the main instrument of modernisation for Latin America. Furthermore, it would serve as a bridge with other international organisations and the industrialised nations, meeting frequently with Latin American leaders, explaining the region's needs and sensitivities to the rest of the world.

As planned with the last capital replenishment, the pace of lending has accelerated from a low of \$1.7bn in 1988 to \$3.88bn last year. The bank is expected to pour into Latin America \$5bn in 1991; \$6m in

1992 and more than \$7.5bn in 1993.

Lending has moved into new areas with sectoral loans (comprising up to 25 per cent of the total), environmental loans, and small projects loans, targeted principally at women, young people, indigenous populations and low-income groups. Operations have been decentralised with loan officers on the scene getting a greater say in various projects.

As the IADB has changed, so have the views of Mr Conrow, the second in command. Before coming to the bank, he was for four years the deputy assistant US Treasury secretary responsible for relations with the developing countries and the international financial institutions.

In those days, he saw the bank as an overpaid, sluggish bureaucracy, following out-dated prescriptions for development, making poor loans to inefficient governments. Thinking was so long-term, he says, that the bank never seemed "to get at the prob-

lems". It needed to improve the quality of its loans; move into sectoral lending; take environmental consideration into the planning; work more closely with the World Bank and the International Monetary Fund.

Mr Conrow's nomination to his present post by the Treasury (the job is traditionally held by Americans) so horrified the last IADB president, that Mr Antonio Ortiz Mena resigned rather than submit to US dictates. Mr Iglesias had no such qualms, however, and the two men have formed a complementary working relationship with the president focusing on concepts and strategies and Mr Conrow overseeing the bank's operations.

"Before I came here, my job was to negotiate for the US government," Mr Conrow says. Not quite keeping up with his boss but working 13 hour days, his concern has grown for "the human side" - the social conditions of the region. He talks with enthusiasm about "massifying" small proj-

ect loans through local banks and non-governmental organisations (NGOs) to "spread out" the benefits and create a thriving, legitimate small business sector.

At the US Treasury he had urged closer ties between the IADB and the World Bank. The two have been working in tandem on "fast disbursing" sectoral loans which enable governments to make basic policy changes. The idea was that the World Bank would conduct a two-year tutorial to get the IADB quickly into the process.

Now Mr Conrow has begun to wonder if relations have not become too close. "They might not have it right all the time," he says. "But we can learn from the World Bank's mistakes." With the World Bank supporting macroeconomic policy adjustments, the IADB can dig more deeply into sectoral problems to root out the structural impediments.

Both banks have been taking up the financing of Mexico's transportation and

telecommunications networks, including the privatisation of TELMEX, the country's principal telecommunication company. Half the \$600m has been disbursed. Mexico, Bank officials say, has performed beyond expectations; the second \$300m tranche is likely to be approved in April or May.

Other changes have come. Lending has gone increasingly to create support for private investment and financial sector development. Emphasis has been placed on providing loan and technical assistance in the areas of scientific and technological development.

The bank is providing analytical and technical support for the creation of regional common markets, the Paraguay-Parana waterway project, the integration of energy sources for Mexico and Venezuela and creation of a central American regional group.

Attention has been paid to the ailing economies of Haiti, Nicaragua, Peru and Panama. In Haiti, where the government is considered weak,



Conrow: steering towards environmental consciousness

loans are made through NGOs. The other three are so far in arrears that the IADB is not permitted to loan to them, but the bank is working with the governments to devise repayment plans and projects for each are "in the pipeline."

For all the activity, the bank is not without its critics. Although Mr Iglesias and Mr Conrow said they were committed to reforming the IADB's poor environmental record, Mr Campbell Flawden of Greenpeace insists they are rushing through a destructive forestry policy in order to get it to the annual meeting in April. The NGO committee, set

up for such purposes, has not been consulted, he said.

"It's very easy to talk rain forest rhetoric and sustainability. It's not easy to achieve," he said. Mr Iglesias has taken the offensive against criticism by working with the United Nations Development Programme to produce "Our Own Agenda" for the region.

He agreed with the environmentalists that "sustainable growth is not a luxury" but a prerequisite that made both economic and moral sense. Development must go on, he said, because poverty is one of the leading enemies to world environment.

Handwritten text in a box: 1991/4/5



TWO years ago in Amsterdam at the annual meeting of the Inter-American Development Bank, the Mexican finance minister, Pedro Aspe, launched into a tirade against debt-to-equity swaps.

Except in special circumstances, they were inflationary. If attempts were made to make sure debt-equity swaps did not cause inflation, money had to be taken out of the economy to neutralise their effects on the money supply. This would result in a damaging rise in domestic interest rates.

However, fewer and fewer of the old-style debt conversions to which Mr Aspe was so antagonistic now take place in Latin America. Chile, which paved the way in encouraging foreign investment and a return of flight capital through debt conversions, is one exception. But the shrinking discount on its debt - now less than 20 per cent - has made it less attractive and little debt is now being converted.

There is now excitement at the prospect for one of Mr Aspe's special cases: using debt conversions in privatisations. Because privatisation involves a transfer of assets from the public to the private sector, no monetary expansion results when the debt is converted.

Debt-equity conversions can still be controversial, even in privatisation: the selling of national assets to foreigners at subsidised rates is not necessarily well-liked. It can also be self-defeating, particularly when the conversions provide investors with a subsidy for an investment they would have made in any case.

In Argentina, this does not seem to be a worry. Government officials have talked of reducing the country's \$60bn foreign debt by 20 per cent through the current spate of privatisations. This may be ambitious. But, although the latest of the state airline, seems to have hit turbulence, there seems a political determination to push ahead.

In Brazil, where two steel manufacturers are on the block, progress is less certain, although expectations continue that it will establish a programme to help with its privatisation. It abandoned debt-equity conversions four months after the start of its 1988 rescheduling package. But Mexico has already succeeded in \$3.5bn of rights to debt conversion in its privatisations, which include the telephone company and its banks.

While moving ahead with its



Pedro Aspe, the Mexican secretary of finance, launched tirade against swaps

DEBT-EQUITY CONVERSION

Going out of style

privatisation plans, Venezuela has been emphasising new investment. It has held three debt-equity auctions since 1989, converting about \$250m of debt. This suggests estimates that it may cease up to \$2bn of debt over the next two years to encourage investment into big energy, tourism and infrastructure projects are ambitious.

Mr Mark Coombs, head of emerging markets at ANZ Merchant Bank, says: "There are still private sector corporate finance deals to be done using debt-equity conversions, but much of such corporate finance business will be large scale privatisation and these will be the main users of old sovereign debt."

The problem is that demand driven by privatisation will cause the supply of paper to dry up and prices will increase to the level where benefits become marginal.

Mr Paul Luke of Chartered WestLB, the London merchant bank, points out that in spite of the risks, converting public debt into equity in privatisations, particularly in Argentina and Brazil, may well be a rational choice. In both countries, the private sector runs significant surpluses, while the pub-

lic sector continues burdened with heavy deficits.

Figures cited by the World Bank in its quarterly *Financial Flows to Developing Countries* suggest that debt-equity conversions have slowed in recent years. From their peak in 1988, where \$13.8bn of swaps were estimated to have taken place, the figure dropped in 1989 to about \$12bn and last year to an estimated \$11bn.

But debt-for-equity is not the only way in which countries

have managed to erase their old debt. Less important from a numerical point of view, Bolivia has led the way in so-called "debt-for-nature" swaps where debt is cancelled to finance environmental projects. The Dominican Republic has set up a four-year programme that will convert \$50m of debt, 10 per cent of its external debt, into funds for conservation.

The Inter-American Development Bank has agreed a \$300m

debt-for-nature swaps deal with the Mexican government. The Bank will buy Mexican foreign debt and the government would spend money saved from the purchase on reforestation of parts of polluted Mexico City.

Debt-for-development swaps have also benefited in a small way a number of Latin American countries, notably Ecuador, Peru and Costa Rica. However, new US bank accounting rules have reduced the incentive for US banks to donate debt to non-profit organisations.

Bolivia has led the way in so-called 'debt-for-nature' exchanges

Only two countries, Yugoslavia and Peru, have introduced formal debt-for-export schemes, where countries are allowed to cancel a portion of their debt in return for the export of domestic products. Debt is cancelled and cash paid according to different ratios, depending on the type of exports. However, such swaps seem unlikely to be widely used. Most governments would see cash as preferable to cancelled debt. As the World Bank has pointed out, widespread use of such programmes would also tend to promote inefficient exporters.

DEBT CONVERSION PROGRAMMES IN SELECTED COUNTRIES (\$bn)									
	1985	1986	1987	1988	1989	1990	1991-90	% share	
Argentina	-	-	180	1,067	1,224	8,950	9,421	14.5	
Bolivia	-	-	-	446	235	146	850	1.3	
Brazil	466	173	300	5,888	2,319	1,000	9,824	15.3	
Chile	277	927	1,854	2,899	3,122	978	10,947	15.8	
Colombia	-	-	-	-	336	-	336	0.5	
Costa Rica	-	7	104	29	130	989	1,259	1.9	
Dominican Republic	-	-	-	-	1	-	-	0.0	
Ecuador	-	-	128	261	25	45	468	0.7	
El Salvador	-	-	-	-	25	22	56	0.1	
Mexico	-	413	4,252	5,731	2,623	9,782	22,601	35.2	
Nigeria	-	-	-	-	10	50	60	0.1	
Philippines	-	81	450	931	614	1,551	3,627	5.6	
Uruguay	-	-	-	118	27	25	170	0.3	
Venezuela	-	-	340	230	590	2,619	3,579	5.5	
Yugoslavia	-	-	-	134	1,400	710	2,244	3.5	
Total	742	1,601	7,608	17,513	12,478	24,860	64,813	100	

Source: Institute of International Finance and IECN

DEBT CONVERSION PROGRAMMES									
	1985	1986	1987	1988	1989	1990	1991-90	% share	
Debt-equity swaps	467	622	3,271	5,236	4,808	10,833	26,367	40.7	
Local currency payments	-	83	87	3,422	1,531	730	5,833	9.0	
Debt buyback/exchange	-	-	-	1,874	968	10,333	13,195	20.4	
Local currency conversions	156	436	708	1,658	2,238	2,574	17,541	27.1	
Private sector restructuring	59	279	3,454	4,340	3,113	500	11,775	18.2	
Total debt conversion	742	1,602	7,608	17,511	12,478	24,860	64,811	100	

Source: Institute of International Finance

BRAZIL: privatisation under pressure

Problems for the sell-offs

"BRAZIL'S privatisation programme is becoming increasingly like the boy who cried wolf," says Mr Ken Baxter whose bank Bozano Shatkinson is trying to put together a fund of potential foreign investors.

"The government wants us all to get excited at this stage but we've seen it all before."

He is one of many who are beginning to think that the Brazilian government has bitten off more than it can chew with its ambitious programme to raise \$18bn from the sale of 28 state companies by the end of 1992.

The forthcoming sell-offs all in the steel, petrochemical and fertiliser sectors are fraught with problems. But the programme is way behind the schedule announced in March 1989 to sell six companies last year, and President Fernando Collor is eager to delay no longer. Potential buyers fear he will insist on quick sales, glossing over vital details which could cause problems later.

Mr Baxter points out: "The British took years over privatisation and appointed top-rate advisers and expertise. Here they're trying to do it in a quarter of the time with some very suspect advice."

Such doubts are important. With Brazil in its worst recession for 47 years and possessing only a small stock market, the privatisations are reliant on foreign money for success.

"There is no doubt that foreign capital is very important," says Mr Licio Velasco, direc-

tor of privatisation at the National Development Bank (BNDES) which is overseeing the process. "But the big difference between ours and other privatisations is our immediate fund of money is very great."

Mr Velasco claims: "Without even thinking of new money we have a fund of between \$70bn and \$100bn." This consists of between \$50bn and \$40bn of MYDFA, Brazil's main foreign debt instrument, \$10bn to \$30bn in internal debt, \$30bn of blocked cruzados seized in a drastic assets squeeze last year and \$3bn in privatisation certificates which banks and financial institutions have been forced to buy.

With all proceeds from privatisation committed to reduce Brazil's \$100bn foreign debt, the sales will be less a matter of willing buyers eager to invest in Brazil and more of shuffling of papers many holders have already written off. The attempt to force banks into buying privatisation certificates and to persuade Brazilians to use their hard-earned blocked cruzados have added a sour taste of coercion to the process.

Foreign debt conversions are expected to be the main currency and Mr Eduardo Modiano, head of the programme, says he expects privatisation to be "MYDFA driven". The discount rate for conversions has been set at 25 per cent, though regulations governing conversions are still to be announced.

Also to be decided is whether



Collor: eager to end delay

there will be a minimum holding period. The National Securities Commission wants shares to be held for 42 months, which many see as a deterrent.

Brazil believes its rules for foreign participation are fairly liberal. Although foreign companies can hold only 40 per cent of voting shares they can put up 100 per cent of the capital through joint ventures.

In spite of doubts that Brazil is trying to do too much too soon there is considerable foreign interest with many leading banks setting up large funds. The first privatisation is likely in July and the company, Usiminas, has attracted the most interest. The prospects on this

profitable steel mill, which has Japanese and Italian participation, is due out at the end of this month. BNDES hopes the sale will raise at least \$1 billion.

However, many of the companies BNDES has announced to detract attention from the delay from the original timetable are less attractive with massive debts and bulging payrolls and expected union problems. The overworked underpaid technical staff of BNDES are currently flooded with reports from advisers and with an eager president breathing original down their necks no time or resources to follow advice to clean up these companies.

Many of those to be sold off in the petrochemical and steel sectors have minority shareholders with whom no agreement has been arranged. The steel companies were all formerly controlled by Siderbrás, the holding company for the state steel sector which was liquidated by the president a year ago. Foreign banks could insist that receipts from sales be used to cover outstanding Siderbrás debts - an estimated \$12bn.

The first sale must be successful for the government to tackle more controversial privatisations which require changes in the Constitution. They hope eventually to sell off everything from the ports to the petrol monopoly and communications.

Christina Lamb  
Rio de Janeiro

One of the world's most economically divided regions is uniting

The race towards free trade

FOR much of the past 40 years Latin America's economies have been bitter, protectionist rivals. With singular success they restricted, and even prohibited trade between each other, as each country strove for self-sufficiency, or, better still, trade surplus.

The remarkable fact is that now the very same countries are queuing up to form common markets and free trade agreements. Brazil, Argentina, Paraguay and Uruguay hope to set up a common market by the end of 1994; Mexico and the Central American republics by 1998; Chile, Colombia, Venezuela and Mexico will soon negotiate their free trade agreements. Astonishingly, one of the world's most economically divided regions could soon become one of the most unified.

There are still enormous obstacles to the creation of common Latin American markets, especially in Argentina and Brazil, where almost anything could happen in the next few years. But what seems undeniable is that the old import-substitution model of development, as propagated by the UN Commission for Latin America throughout the 1950s and 1960s, has been discarded.

The speed of reform has inevitably been uneven. Chile, which started the 1980s with a relatively open economy, but became more protectionist under the pressure of external debt, has led the way in the past five years, and has reduced its maximum tariff to 15 per cent. Mexico and Bolivia soon followed, abolishing all import licences and slashing tariffs. More recently, Venezuela, Colombia, Argentina and lately Brazil have all started to reduce tariffs and import restrictions - although in the last two cases the rhetoric has been more extreme than the reality.

The lift to Latin American economic integration rather than to mere liberalisation has come in part from the threat of trading blocs in Europe, North America and Asia. Many Latin American leaders fear that simply liberalising trade may not help their economies, if the rest of the world's trade blocs turn into fortresses. Hence the desire to form a regional trade bloc within Latin America and eventually with the US and Canada. In this, Latin America's leaders



Bush: free trade from Alaska to Argentina

were given a fillip by President George Bush's Initiative for the Americas, launched last June, which called for a free trade area from Alaska to Argentina.

However, just as Mr Bush's initiative is seen mainly as a political rather than an economic gesture, the same is true of the impact of many of the trade initiatives within Latin America. More than 85 per cent of the continent's trade is still dependent on the US, with whom it hopes to have concluded a free trade agreement some time next year. But the trade deals under negotiation are not economically significant; only about 5 per cent of Mexico's trade is with Latin America, and just 0.23 per cent with Central America, the two regions with whom it has been negotiating most intensely.

Similarly, only about 6 per cent of Brazil's trade is with the three Southern Zone countries with whom it is negotiating a free trade agreement. But relations within the three have been strained - in the 1970s Argentina spent billions on nuclear technology simply to match Brazil's programme. The proposed common market will force the countries to work more closely together; it will reduce trade barriers and require them to co-ordinate exchange rates and monetary policy.

Ironically, probably the biggest obstacle to a more substantial integration in the region is Latin America's 1980 Montevideo trade treaty, which gave birth to the Latin American Integration Association (LAIA). The treaty was meant to encourage greater flexibility in trade negotiations between member countries by allowing countries to negotiate bilaterally rather than multilaterally. Under the terms of the treaty a country could offer a specific discount on existing tariffs on a certain basket of goods to another country. The two countries would then bargain over

the discount, and the composition of the basket.

However, in the opinion of one senior Mexican trade official, the treaty is a disaster and partly responsible for the fall in intra-regional trade from \$12.1bn in 1981 to \$9.92bn in 1988.

Part of the problem is that countries bargain over the discount and not over the actual tariff rate. Thus although a 90 per cent discount on a 100 per cent tariff rate is equivalent to a 50 per cent discount on a 20 per cent tariff, this was not recognised by the treaty. Countries apparently deliberately raised their basic tariff rates, (which everyone outside the bilateral negotiations had then to face) so as to enter bilateral negotiations in a stronger position. Worse still, many raised basic tariff rates still higher after negotiations were concluded, reducing the impact of the negotiated discount.

The second problem was that the basket of goods covered was unrepresentative and incomplete; in 1988, it included just 40 per cent of goods traded. By keeping some goods in the basket, and some out, government distorted trade and production within the region.

On April 5, members of the LAIA are due to report on some proposals by the Mexican administration to reform the treaty. These would force governments to negotiate actual tariff rates, rather than discounts, and exceptions to the basket of goods, rather than on what the basket should contain. Whether the Mexican proposals are accepted or not - Chile, Bolivia, Venezuela and Colombia are all apparently in favour - the Montevideo treaty is likely to be overhauled.

Given the instability in many of Latin America's economies, high inflation and widely different social conditions, a common market on the European model seems far-fetched. But some core treaty across the continent, followed by a series of overlapping bilateral trade deals, seems within its reach. But unless such a treaty is accompanied by continued liberalisation with respect to the rest of the world, the economic impact will be slight.

Damian Fraser,  
Mexico City

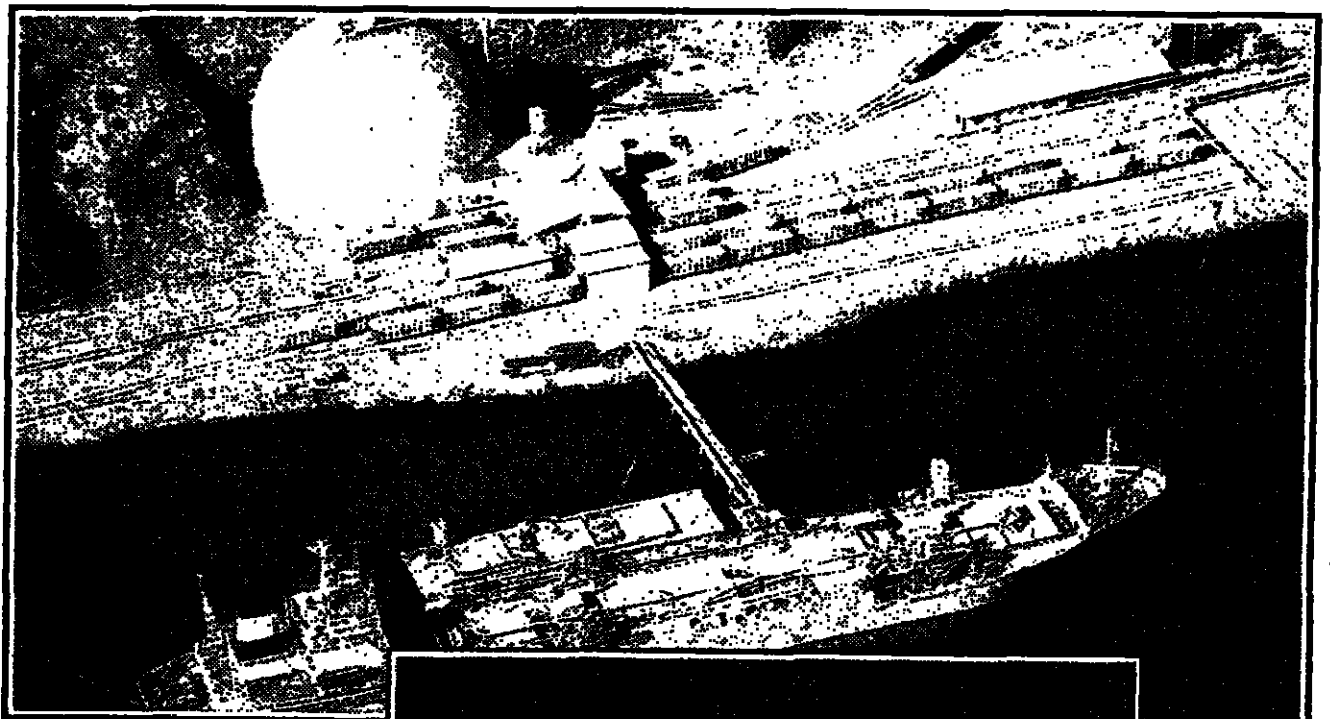
The biggest obstacle to more substantial integration is the 1980 Montevideo treaty

with countries outside the region. As long as Latin American economies continue to produce roughly the same things rather than diversifying, opening their economies to the rest of the world will be far more economically significant than opening up to each other.

But the trade deal's political impact could be important. For the first time in years most of Latin America's leaders, all of whom are now democratically elected, get on with each other. Many of the trade agreements being discussed appear primarily to be means of cementing the current good relations between the countries.

In Mexico, for example, the foreign ministry has been pushing for trade deals with Latin American neighbours in the hope this will reassure those at home and abroad that the country is not becoming overly

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## LATIN AMERICAN FINANCE 4

THE market in developing country debt has been transformed in a matter of 18 months. The reason: the end of a six-year bear market and the creation of new securities which offer holders easily tradable investments.

It was a market that seemed doomed to self-liquidate in the 1980s, as the bank loans were bought back, exchanged or converted into local currency by governments keen to reduce their debt.

Now, this seems less likely. Traders have extended their brief to include, for example, domestic securities in dollars and local currencies and blocked currency accounts, and the number of countries whose debt is traded has widened significantly over the last year. Some are suggesting that a market for the trading of government-to-government debt is a possibility.

Yields on paper from some countries have also been pushed down to levels low enough to encourage the issue of new securities, for example, from Mexico, Venezuela and Chile. This suggests that the market could eventually provide the basis for an offshore capital market for Latin America.

In the early years, prices were guided almost entirely by levels of bank provisions. It was a market with few external buyers, apart from the debtors themselves.

Many banks would be prepared to sell debt at a discount up to the level of their provisions, because by doing so they would free some of the provisions.

Higher provisions therefore chased prices in the debt market downwards. Except for the Japanese - and their future behaviour provides an interesting question for the market's future - most banks arrived in 1990 near to desired provisioning levels and pressure on prices thus abated.

The second development to transform the market has been the emergence of the so-called Brady bonds. These bonds have been exchanged for bank loans in a number of the Brady packages. The \$33bn created in the Mexico restructuring has been described as the largest single issue of bonds in history, and they are among the most actively traded securities in the international clearing systems.

At a yield of 13 per cent or more, the bonds, partly backed by US Treasury collateral guaranteeing repayment of principal after 30 years, have proved attractive to some investors.

THE DEBTY DOZEN						
Turnover in the LDC debt market and leading traders, ranked by volume						
Trading house	Rank	Turnover (\$bn)	Market value (\$bn)	Traders		
	1990	1989	1990	1989	1990	1989
JP Morgan	1	1	16.0	14.0	75-100	25
Man Hanover	2	7	14.5	8.0	130-150	20
Chase Manhattan	3	4	14.3	9.8	90-100	12
NMB	4	2	12.5	13.4	70-80	15
Citibank	5	6	10.6	8.5	80	11
Bankers Trust	6	5	10.1	8.9	100	18
Chartered WestLB	7	-	8.4	5.5	100	5
First Chicago	8	-	8.0	4.7	100	8
Midland Montagu	9	-	8.8	4.2	125	11
Salomon Bros	10	8	8.5	7.5	80	12
Sanco Santander	11	11	7.5	5.5	80	6
Chemical bank	12	-	7.0	5.5	100-120	7
Morgan Grenfell	12	-	7.0	5.5	80-100	6

Other includes activities other than straight trading; all traders worldwide  
 \* Estimates  
 \* Mid-range of market estimates  
 \* Last six months of 1989  
 \* Took over Libra team in 1990, in 1989 Libra's \$11.5bn turnover placed it third

Source: RISK magazine

## DEBT IN THE DEVELOPING COUNTRIES

## A market transformed

particularly with the fall in yields of other US assets. The liquidity of these instruments has to some extent quietened the long-standing debate about whether trading in debt really constituted a market.

New traders have narrowed buyer-seller spreads significantly - on the Mexico Brady bonds this is now typically 1/2 to 1/4 of a percentage point. A large group of traders now carry inventories of LDC debt, and brokers, such as InterCapital and Tullett & Tokyo, have entered the market and have made an impact.

Mr Xavier Lépine of the Paris-based FP Consult believes the market has developed sufficiently for there to be a valid options contract on an index. He points out that the conservatively-estimated trading volume last year of \$80bn on a stock of debt of over \$400bn face value compares almost exactly with the Paris bourse (although the absolute size of debt market is flattered because of the high discounts to face value at which the debt trades).

Others point out the heavy selling - from Middle East banks and the London consortium banks and elsewhere - that was absorbed into a stable to rising market last year.

(However, market trading volumes are still hotly disputed and subject to double-counting and exaggeration. This makes tables such as that accompanying this article

highly approximate.) Mr Lépine also believes the market's reputation for volatility is overplayed. While twice as volatile as the US Treasury bond market, he calculates it is significantly less volatile than, for example, the S&P 500 index of US stock prices.

Options are being marketed over-the-counter by some banks, particularly from the US, and have found buyers.

Along with a growth in sophistication, there has been an increase in trading. Because buyer-seller spreads have come down and arbitrage opportunities have been ironed out, many traders now attempt to make money by taking positions.

This, agrees Mr Ric Haller of Morgan Grenfell, is the main source of profitability for his team, which moved over in the middle of last year from the now-closed consortium bank Libra.

Others traders are more oriented towards market niches. Some, such as NMB of the Netherlands, appear to have eschewed market volume for what they call "value-added" business, for example using debt conversions to provide corporate finance solutions either for multinational or domestic companies.

Although US institutions continue to dominate the business, many are establishing a bigger presence in London. This is partly because the market has widened out from Latin America: according to traders,

the debt of the Soviet Union, India and the countries of North Africa now trade at discounts to face value.

Mr Stephen Dizard, managing director at Salomon Brothers, says that US institutional investors - largely insurance companies and mutual funds - have so far been more interested in the market than their European counterparts, partly because it is mainly dollar-denominated.

The debt market, he says, provides the ability to deal in volume in assets from a country in which an institution may have a favourable view. The small stock markets of these countries are not yet developed enough to take investment on a large scale, he points out.

Some institutions look on the debt as a kind of convertible bond "spinning off some coupon payments and providing rights to convert into equity".

As Mr Paul Luke of Chartered WestLB, the London merchant bank, says: "Institutional buying is growing all the time."

However, it is from a modest base, and the debt countries themselves - particularly if the heavy schedule of privatisations goes ahead in Argentina and Brazil and they obtain debt restructurings with the banks still seem likely to provide the main source of buying for some time to come.

Stephen Fidler

## THE BRADY INITIATIVE

## Unexpected success

NOBODY is saying it very loudly, because Latin America's recent history has made forecasters cautious. But it is being said all the same: the Brady plan is working better than many dared to hope.

The initiative launched by the US treasury secretary, Mr Nicholas Brady, in March 1989 was never seen, even by its proponents, as a panacea for the ills of developing country debtors. Reducing the debt burden was a necessary, but not sufficient condition for economic recovery. Without profound economic reform in the debtor country, debt relief would fail.

The initiative shifted the focus of the international debt strategy, which changed the emphasis of the international debt strategy from debt creation to debt reduction. The idea was that official funds, mainly from the World Bank and International Monetary Fund, would be used to provide an incentive for commercial banks to agree to reduce their claims on debtor countries.

Particularly in Mexico, the first beneficiary of the plan, the combination of debt relief

under the Brady plan and economic reform has engendered a third commodity, long in short supply in Latin America - confidence.

Greater confidence about the country's economic prospects is now being voiced outside the country. There is growing interest among foreign investors.

More important, domestic confidence appears to be building. This is leading to a steady

The banks may have believed the deal provided insufficient relief

flowback of flight capital, money squirrelled overseas because of the wealth-endangering policies of successive governments.

The single most important indicator of domestic confidence is showing positive - domestic interest rates as measured by the rate the government pays to borrow through the short-term bill market.

This rate, close to 50 per cent when a debt agreement in principle was announced with the banks in summer 1989, is now closer to 20 per cent.

This sets in train a virtuous cycle - the pressure on the government is lightened because the government has to pay less to service its domestic debt.

Mexico was the first beneficiary of the Brady plan, for obvious political reasons. But the pressure exerted by the US to complete this deal has yielded benefits for others by providing a path which others could follow. The Latin American beneficiaries now include Venezuela, Costa Rica and Uruguay.

The deals have not provided much evidence of the so-called moral hazard: inducements to poor behaviour. The continent's best credits have not decided to seek the path of debt relief under the Brady initiative: Colombia and Chile last month completed exercises which include some new funds from banks.

Furthermore, for the first time since the early 1980s new investors have emerged willing to buy the debt of Latin American companies: Mexico, Chile and Venezuela, belying predictions that once debt forgiveness was conceded by banks, new finance would be closed to the debtors. Foreign banks may not be large lenders again, but that is probably no bad thing, but investors, private and institutional, do seem willing selectively to commit funds.

Mexico's early success has come despite arguments that the debt relief it won was too small. It has been calculated that the actual debt reduction for Mexico was 16.6 per cent, and the reduction of its interest burden was 23 per cent. Outside Latin America, the bank debt of the Philippines has fallen by a modest 6.5 per cent because of its Brady deal - and it looks likely to be forced into another restructuring. Only in Costa Rica, where the bank debt was bought back at 20 cents on the dollar, can the debt reduction be said to be profound.

The banks themselves, in spite of protestations to the contrary, may also have believed the deal provided insufficient relief. Mr Johannes Witteveen, a former managing director of the International Monetary Fund, has made the following point: "In the case of Mexico, it is rather striking that only 10 per cent of the banks had preferred new lending without debt reduction... That so few have chosen this option seems to confirm therefore that they judged the debt reduction plan inadequate to achieve completely satisfactory results."

Now, however, other bankers may well wish they had followed Citicorp and the handful of other banks which decided not to offer debt relief but which instead made more loans. Another reason the Brady initiative was expected to prove limited in scope is that it does not cover the government-to-government debt. This is of limited significance for countries such as



Witteveen: few banks chose debt reduction option

Venezuela and Mexico, but of greater importance, for example, for Brazil, where a higher proportion of debt is owed to foreign governments.

A number of developments will help alleviate this problem, at least for some. Bolivia, for example, as one of the poorer of the continent's countries, has benefited from debt relief under the Toronto terms. The US Enterprise for Americas Initiative also suggests a reduction of 50 per cent in up to \$70bn in US aid loans in Latin America, and up to \$50bn of official debt will be eligible for relief.

However, the agreement by the Paris Club of creditor governments to allow at least 50 per cent of debt relief for Poland will certainly intensify pressure for other middle-income countries to gain the same benefits.

In fact, a Paris Club creditor to Poland itself, the Brazilian government was quick to latch on to the possible implications for its debt burden.

While creditors will find such pressure will become increasingly difficult to resist, significant movement on this front should probably not be expected soon.

Two years after the launch of the Brady initiative, Latin America presents a mixed picture. Mr Shahed Hussain, World Bank vice-president for Latin America and the Caribbean, divides the continent into three camps.

● Countries with sustained economic adjustment during the 1980s: Chile, Mexico and Bolivia.

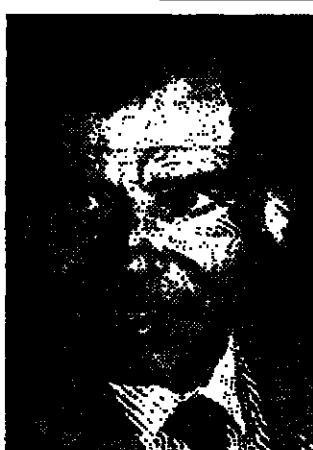
● Those attempting adjustment with varying degrees of success, but having made more recent attempts at change: Brazil, Argentina, Colombia, Costa Rica, Jamaica, Venezuela, Ecuador and Paraguay.

● Countries with economies suffering from economic mismanagement or regional conflicts, but making some efforts at reform: Peru, Nicaragua, Honduras, El Salvador and Guyana.

Even allowing for the expected public optimism of World Bank officials, there is a more positive picture than could have been painted two years ago. This is in spite of the questions that remain over whether Brazil and Argentina, which are so important for the economic well-being of the continent as a whole, will be able to secure comprehensive debt agreements with banks.

However, neither the Brady initiative nor any possible successor, will eliminate failure and the initiative, in spite of its flaws, has provided hope where previously there was little.

Stephen Fidler



President Menem, left, acting out of urgent necessity. Cavallo, right, sees the need for quality and competitiveness

■ ARGENTINA: a convert to private enterprise, but . . .

## Proceeding with caution

PRIVATISATION is no longer a dirty word in Argentina. A country still notorious for its inefficient state enterprises, a sprawling military-industrial complex and a dependent private sector is becoming a convert to private enterprise.

Almost everything has become fair game for privatisation. For example, the Buenos Aires council has privatised everything from street sweeping to the zoo and tax collection.

The federal government is planning to privatise over 70 companies, making Argentina's the largest privatisation programme in the developing world. By the end of the process, only essential services, such as education, will remain under direct government control.

President Carlos Menem is acting out of urgent necessity. He needs to shed loss-making companies and use privatisation receipts to balance the budget and thus stem inflation.

Since coming to office in 1989, Mr Menem has carried out seven privatisations, retiring over \$7bn of foreign debt through debt for equity swaps. Mr Menem plans to retire a third of the \$31bn commercial bank debt over the next two years.

Mr Menem's privatisation policy has been a typically Argentine affair. Brimming with enthusiasm, he rammed through privatisation after privatisation, without heeding calls for caution. He thought that many predictions of disaster have come true, he has radically changed tack.

Not only did a vengeful Mr Menem fire Mr José Roberto Druménil, who as public works minister, was responsible for the fiasco, but he even abolished Mr Druménil's ministry.

Two of Mr Druménil's privatisations have come seriously unstuck. In February, the government suspended a toll commission covering 10,000 kilometres of federal highway because operators were charging unacceptably high tolls.

The sale of 85 per cent of Aerolíneas Argentinas to a consortium led by Spain's Iberia is stalemated. It had offered \$260m in cash, plus \$2.01bn in debt for equity swap and \$683m in investments in the next five years.

However, it refused to pay more than a \$130m downpayment so the government did not transfer the shares. Both sides accuse each other of ignoring the contract. Furthermore, the consortium was riven with a bitter dispute over financing and control of the airline.

The government now real-

ises that privatisation is a complex and time-consuming process. Mr Domingo Cavallo, the economy minister, and Mr Vittorio Orsi, planning secretary and the man in charge of privatisations, say they have learnt from Mr Druménil's mistakes.

Mr Orsi said: "Previously the emphasis was on reducing the foreign debt - which we still want - but we also emphasise the need to increase quality and competitiveness. In the gas, water and electricity privatisations, which are due next, we will provide regulatory norms that will make the entire [economic] system more competitive."

They are proceeding with great caution, even at the cost of delaying badly-needed privatisation receipts. Officials now accept that the next big sale - the privatisation of SEGBA, the greater Buenos Aires electricity company - will take at least a year to complete.

Where the previous privatisations were shrouded in secrecy and dogged by rumours of corruption, the new team is determined to make future sales transparent. A legion of auditors, consultants, bankers and politicians together with the World Bank and Inter-American Development Bank, will monitor each stage of the process.

The government accepts the importance of a well-written set of regulations. Iberia has won a controlling interest in a domestic air transport monopoly and 50 per cent share of international traffic, as a result of the Byzantine negotiations to acquire Aerolíneas.

However, Mr Cavallo is not immune from criticism. Businessmen complain bitterly that he abrogates contracts whenever he judges the outcome to be unacceptable. For example, Shell's local subsidiary was outraged last month when Mr Cavallo cancelled its bid for an oilfield. He claimed that a competitive sale was impossible because no other company had offered a bid.

An observer said: "Behaviour like this makes Argentina a laughing stock. How do they expect to attract foreign investors when they keep changing the rules to suit themselves?"

Mr Cavallo and Mr Orsi are meeting quietly but determined opposition to privatisation of companies owned by the armed forces. Of the 74 companies mentioned in a government privatisation list, no fewer than 30 are owned by the defence ministry.

John Barham, Buenos Aires

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William Dullforce

## ABB Asea Brown Boveri

# First the creation — but the fruits have still to be fully realised

William Dullforce examines the electrical engineering group's continuing struggle to digest its acquisitions

The testing time has come for Percy Barnevik and his management principles. Three and a half years after he set out to build the world's strongest and most profitable electrical engineering company from the merger between Sweden's Asea and Switzerland's Brown Boveri, the widely praised managerial skills of the bearded Swede are being stretched.

First, ABB is having to cope with a general economic downturn before it has been fully trimmed into shape. Second, Barnevik is having to devise fresh ways of maintaining dynamism and the drive for excellence among managers while the group is still digesting large acquisitions. Sales have shown a 50 per cent spurt over the past two years, while at the same time management responsibility has been vigorously decentralised.

ABB's creation in January 1988, and the speed with which Barnevik set about merging plants, trimming staff, cutting costs and grabbing market shares through takeovers triggered an unprecedented transformation in the world's electrical power industry.

Now, Barnevik considers, "the major long-term surviving groups have been formed". These he sees as including General Electric in the US, Siemens of Germany, the new alliance of Britain's GEC and France's Alsthom and the big Japanese groups.

For ABB "it is time to consolidate what we have achieved, particularly in Western Europe and North America". From the beginning Barnevik stated his intention of making ABB the lowest cost competitor in the business. He admits that General Electric is still better. "Maybe not in each product — they have a lot of other businesses which means they are not strictly comparable, but as a corporation GE is clearly more profitable than we are."

As a means of bringing ABB to full competitive strength, Barnevik still has complete faith in the matrix manage-

ment structure he imposed on the newly created group in 1988. Activities are organised vertically by product into eight business segments and 59 business areas. Each segment is responsible globally for organising manufacturing units and product development.

Horizontally, the group is broken down into countries or regions. Under Barnevik, a 12-member executive board divides responsibility for the business segments, geographical regions and corporate operations.

However, the combination of decentralisation, under which managerial responsibility is pushed far down the line, and extremely rapid expansion, has produced a situation in which ABB now operates with some 1,900 separate companies and close to 5,000 profit centres, at the same time management responsibility has been vigorously decentralised.

The executive board has a computerised information system which collects performance data from the profit centres monthly and is capable of aggregating or disaggregating the results so that they can be worked with. But Barnevik recognises the contradiction between the necessary central control and the desire to encourage entrepreneurial action at the lowest possible level in the group.

Last year, he found he needed to reinforce management with extra staff at the business area level and at the same time to boost the business areas managers' responsibility for technical development. Some of these managers have been replaced.

He also launched, with the aid of outside consultants, a vast internal "customer focus" programme, to help "mobilise thousands of managers". Initiation of this programme was in itself an admission that top management had not so far succeeded in what Barnevik has always considered to be the biggest challenge in running a group of ABB's size — motivating middle and lower level managers and entrenching corporate values.

Another shortcoming to which he readily admits is the failure to reduce working capital quickly enough. The end-1990 balance sheet shows \$7.5bn in inventories and \$5.5bn in trade receivables. In fact, inventories have been brought down from 37 per cent of sales in 1987 to 27 per cent last year, while receivables have fallen from 28 to 21 per cent. But Barnevik wants inventories to come down to 22 per cent of sales and receivables to 17 per cent.

Finally, Barnevik is concerned with "managing the (worldwide economic) downturn". Geographically, ABB

has so far felt the recession in North America, northern Europe, the UK and Australia. Sales of power, transport and environmental equipment have held up well so far, but in their case the recession effect can be expected later.

Many of ABB's young managers have had no experience of running a company or profit centre in a recession. "I do not want ABB to be their learning school," Barnevik says. Months ago he disseminated the message that they should plan for lower production and staffing levels this year.

There is no panic at ABB's Zurich headquarters; Barnevik's programme has included continuing progress in the cut-

ting away of over-capacity, the rationalisation of manufacturing by closure of plants, and the re-allocation of products and reduction in overheads.

ABB's consolidated net earnings remained flat at \$650m in 1990 while group sales climbed by 30 per cent to \$26.7bn. The net profit suffered from a jump of \$19m in taxes and an estimated \$100m negative impact from the integration of Combustion Engineering (CE), the US power and process automation group, which Barnevik bought in November 1989.

But operating earnings after depreciation advanced by 42 per cent to \$1.7bn, which indicates that the effort to improve cost competitiveness and manufacturing efficiency is succeeding. Pre-tax earnings rose by 21 per cent to \$1.1bn despite a \$330m increase in net interest charges as a result of the increased borrowing to pay for acquisitions.

Most important, order books totalled \$25.7bn at the end of December or 42 per cent higher than a year earlier. The balance sheet showed a healthy \$5bn available in cash and marketable securities.

Barnevik is cautious about the outlook for 1991. He expects pre-tax earnings to reach "at least last year's level". In the longer term, he insists, continuing restructuring should put the group back on the track of sustained earnings growth.

A breakdown by product or business segment of the 1990 results throws up weaknesses which clearly need concentrated attention from management. Operating earnings in the industry segment, which covers mainly process engineering and automation equipment, fell by nearly 20 per cent despite a 70 per cent surge in sales. Admittedly, this segment was affected by the introduction of CE's large process automation business and Barnevik believes it is now set to return to better profitability.

A 61 per cent dive in the already low profit level of the transport segment — mostly railway equipment — is attributed to some unprofitable

contracts but acquisitions and mergers have taken longer to digest than expected. However, Barnevik points to the 60 per cent surge in new orders last year.

Performance also varied in the three power segments which account for nearly half ABB's total sales. The transmission and distribution businesses posted profit increases of over 40 per cent while the power plant managed only a 10 per cent advance despite a 70 per cent climb in sales. Barnevik points to the jump in spending on research and development as a profit-inhibiting element in power plants.

Geographically, developments in North America, where ABB now generates 20 per cent of its turnover, will be as crucial as those in its European base. Barnevik still has to show that his opportunistic grab for CE in December 1989 — which was widely seen within the industry as overstretching ABB's managerial capacity — will come good.

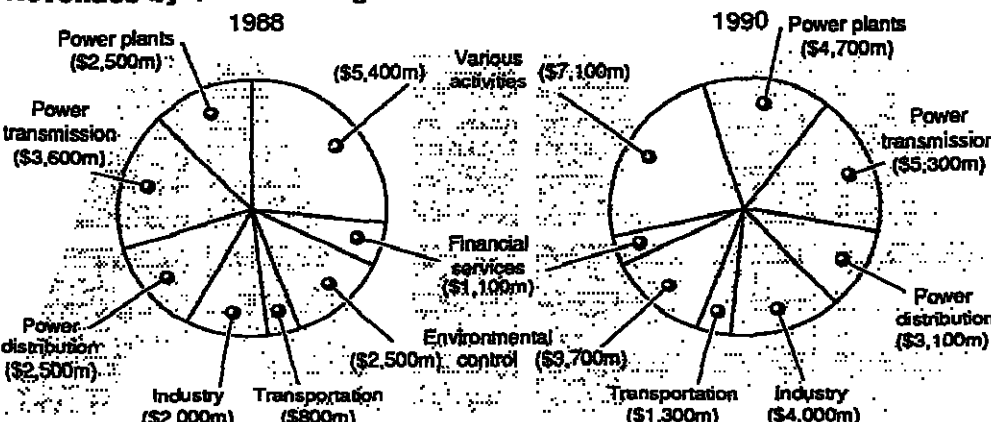
Barnevik admits that the \$1.6bn price has imposed a financial burden on the group as a whole but he says CE is not losing money at the operating level and should be able to reach an acceptable level of return in another two years.

In spite of some bad contracts, CE had proved to be "not a hell of a lot worse than we might but not better either". Barnevik has recouped \$600m of the price through discounts. The remaining workforce of 30,000 has been cut by 5,000; headquarters staff is being reduced from 600 to 100; plants are being merged in the US and Canada, spending on research and development has been substantially increased; and the American managers, according to Barnevik, are making rapid progress in meeting ABB's objectives.

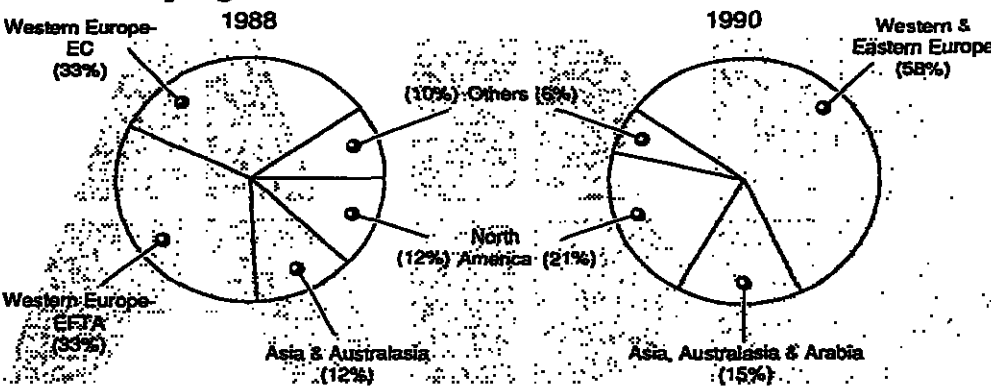
"You cannot become the first new entrant in a century into the US power field smoothly and nicely. You are bound to pay for that strategic value," Barnevik says.

With the integration of CE and the transmission and distribution business which it

## Revenues by business segment



## Revenues by region



took over from Westinghouse, ABB has become "an American producer and exporter with a unique breadth" in the power field, Barnevik says. "The US power utilities like having a competitor in the field that really believes in power. Things are going right in North America," he adds.

In Europe, Barnevik believes, it will really be a question of survival of the fittest when the European community moves to free cross-border competition in the power and transport fields some time after 1992. After three years the restructuring is well advanced and the profitability of ABB's European companies is far ahead of the newly acquired American units.

Last year ABB resolved a crisis in relations with the Finmeccanica group in Italy. Problems surfaced after ABB's acquisition of CE's boiler business, which the Italians saw as threatening their own production of boilers. The deal agreed in 1988 was restructured to leave ABB with the transformer business. Finmeccanica and Ansaldo retain the boiler and turbine business and licence ABB turbines.

The outcome would have been better, had ABB been able to take a minority holding in the turbine and boiler operation, but "we have the transformers, 10,000 people and a \$1.5bn annual business in Italy," Barnevik says.

He is upbeat about developments in Spain, where he was last year criticised for taking over Cenermas, Cenermas, Cenermas (CCC), the loss-making power plant and transmission group just after buying CE. ABB is now effectively merging the former businesses in Spain and Portugal of GE, Westinghouse and Brown Boveri.

Again, it will take a couple of years for the Iberian operations to reach respectable profitability but Barnevik voices satisfaction with the speed at which plants are being closed and merged, new machinery is being moved in and working capital is being shrunk. Orders are "pouring in again," he says.

With restructuring already having a favourable effect on profits in its original bases in Germany, Switzerland and the Nordic countries, ABB has joined in the race for business

in eastern Europe. Through takeover or joint venture it expects to have some 10,000 employees in east Germany by the end of 1992, more than that in Poland, Czechoslovakia, Hungary and the Soviet Union. Barnevik sees the region as a long shot, in which ABB aims at "getting our technology and management practices in but restricting our exposure".

For the next 12 months Barnevik declares three managerial priorities: "to explode" the customer focus programme all the way down to grassroots level through hundreds of seminars, "so that we can succeed in improving operating quality"; "to manage the downturn in the world economy properly"; "to shrink the balance sheet so that we can remove the trimmings, increase our financial freedom and really get the opportunities out of this group".

This is an unusually defensive list for the aggressive Swede, a businessman who has been in the industry for three years. Speed remains the essence of Barnevik's style but it is likely to be applied strictly inwards for the next couple of years.

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### BUSINESS FOR SALE ALSO APPEARS ON PAGE 10

## LEGAL NOTICE

### JUON PLASTICS LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 462(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at:

Cork Quay, 9 Greyfriars Road, Reading, RG1 1JQ on 18 April 1991 at 10.30 am for the purpose of having before it a copy of the report prepared by the administrative receiver under Section 46 of the said Act. The meeting may, if it thinks fit, exercise its powers to extend or restrict the functions conferred on creditors' committees by or under the Act.

Creditors are only entitled to vote if:

- they have delivered to me at the address above, not later than noon on 15 April 1991, written details of the debts they claim to be due to them from the company, and the claim has been duly admitted under the provisions of Rule 3.11 of the Insolvency Rules 1986; and
- there has been lodged with me any proxy which the creditor intends to be used on his or her behalf.

Please note that the original proxy signed by or on behalf of the creditor must be lodged at the address mentioned, photocopies (whether hand written or not) are not acceptable.

Dated: 28 March 1991

N J Vought Administrative Receiver

### IN THE HIGH COURT OF JUSTICE

#### CHANCERY DIVISION

#### IN THE MATTER OF TYNDALL HOLDINGS PLC

#### AND

#### IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE is hereby given that a Petition was on the 7th March 1991 presented to Her Majesty's High Court of Justice for the confirmation of the reduction of the capital of the above-named Company from £250,000 to £247,271.

AND NOTICE is further given that the said Petition is directed to be heard before The Honourable Mr. Justice Mervyn Davies at the Royal Court of Justice, Strand, London WC2A, on Monday, the 12th April 1991.

Any Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the said reduction of capital should appear at the time of hearing in person or by Counsel for that purpose.

A copy of the said Petition will be furnished to any person requesting the same by the undersigned Solicitors on payment of the regulated charge for the same.

Dated this 3rd day of April 1991

NORTON ROSE

Kempson House, P.O. Box 670, Cannon Street, London EC3A 7AN

Solicitors for the said Company

Notice of Appointment of LPA Receivers

SENTINEL LIMITED

PROPERTY AT: 64 The Oval Kensington

Registered number: 231970

Notice of business: Royal Courts

Trade classification: 88

Date of appointment of LPA receiver(s): 25 March 1991.

Name of person appointing the LPA receiver(s): Westpac Banking Corporation

Joint LPA Receiver (office holder role): A R Houghton & J P Richards

Address: 6055 High Holborn London WC1V 6EQ

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## Reports of Soviet strike losses boost nickel prices

**NICKEL PRICES** rose on the London Metal Exchange yesterday on reports from the Soviet Union suggesting that strikes at the Norilsk mining-refining complex in northern Siberia had halved output of the metal. The price of nickel rose 10¢ to \$1.05 an ounce.

It was potentially serious because Norilsk was a big exporter and the Soviet Union usually supplies between 70,000 and 100,000 tonnes of nickel to the West each year. It accounts for about 15% of the nickel for western world consumption.

Norilsk produces platinum group metals as by-products and Mr Andy Smith, analyst at Union Bank of Switzerland, suggested that any production problems would hit the rhodium market hardest.

Rhodium is a potential material for some anti-pollution catalysts, has more than doubled in price in the past year to US\$5,350 a troy ounce. The Soviet share of world supply of rhodium is 80%.

But there are indications its stocks are very low.

Norilsk produces platinum group metals as by-products and Mr Andy Smith, analyst at Union Bank of Switzerland, suggested that any production problems will hit the rhodium market hardest.

Rhodium, an essential material for some anti-pollution catalysts, has more than doubled in price in the past year to US\$6,350 a troy ounce. The Soviet share of world supply of rhodium is usually 40 per cent but there are indications its stocks are very low.

Norilsk recently told Falconbridge of Canada that it might have difficulty meeting contracted supplies of nickel matte (an intermediate product) to a smelter in Norway. "This tells us that all was not well before the strike," said Mr. Tee Arnold, analyst with Merrill Lynch. He pointed out that western nickel stocks were low and demand was holding up well.

On the LME last night, cash nickel closed at \$9,060 a tonne up \$122.50.

**By Barbara Durr In Chicago**

**NEW YORK'S** Coffee, Sugar & Cocoa Exchange (CSCC) begins trading today in a contract providing traders, producing countries and European roasters with a new market for coffee. The dealing in arabica coffee for delivery in Europe.

The Euro-differential contract, as it is called, is based on the price differential between the price of the CSCC coffee "C" futures contract in New York and Europe. This difference results from currency fluctuations, freight rates and supply and demand imbalances between the two locations.

Europe has seen growing demand for mild arabica coffee and the contract is described as a solution for those needing to hedge European coffee. A new contract, the European Options Exchange arabica coffee contract has not done well since

being launched last month, but the CSCE says that it designed its contract at the request of the European coffee trade. It will work like the European warehouse coffee. European warehouse coffee is 10 cents a lb, he says. He sells a roaster in the CSCE coffee for 85 cents a lb. The CSCE coffee is 85 cents a lb, he estimates, the cash price in Europe at 99 cents, he could additionally sell Euro-differential futures for another three cents a lb.

European cash prices are 100 cents, he says. Coffee "C" to 92 cents, and coffee "F" contract is still trading in the US at 95 cents, the coffee "C" futures hedge would not have done any good, but the "F" could have helped. The full 99 cents through his Euro-differential futures contract.

Euro-Differential prices will

be quoted in cents a lb, European minuses New York, plus \$100. This is necessary because it is possible for European prices to rise above New York's. The resulting quotation in negative prices and price quotation systems cannot produce negative numbers.

The CSE believes the new contract will bring more business to the "C" future market, although it can be traded separately. To attract users, the exchange and its clearinghouse are waiving contract and clearing fees on the new contract for the first six months. Margins have been set at \$200 per contract.

Using the Euro-differential, the contract together with the "C" contract allows for delivery to any location in the United States and Hamburg, Germany, or Amsterdam/Rotterdam, Netherlands.

**By David Blackwell**

**THE OUTLOOK** for sugar prices is depressing in the near term with China staying out of the market, Mexico looking to reduce surplus purchases, India exporting and Thai production rising, according to E.D. & F. Man, the London broker. The same factors are also depressing the premium for white sugar. The London broker says in its monthly sugar market report. White sugar supplies are not likely to slow down in the second quarter as usual.

Man now puts Thai production at 3.8m tonnes instead of an earlier forecast of 3.7m tonnes. Yesterday Thailand's Industry Ministry said cane production this year would reach a record 36m tonnes, compared with 35m in 1982. The earlier forecast of 31m to 33m tonnes. However, dry weather has reduced the sugar content, and the country said it was expecting only 3.5m tonnes of sugar from the cane.

**By Kunal Bose in Calcutta**

**THE INDIAN** cotton crop estimate for the 1990-91 season (September to August) has been revised downwards again being revised down towards 11.5m bales (170 kg each) from the December forecast of 12.3m bales. Production totalled 13.5m bales last year.

The substantial lowering of the crop estimate from the 15m bales forecast at the beginning of the season has led the Government to recommend that New Delhi should not allow any further export of cotton beyond the 11.5m bales already sanctioned.

The various cotton trade associations in the country are unanimous in their opinion that the 1990-91 crop will be lower than the latest official estimate of 11.5m bales. In support of this view they point out that cotton arrivals between September and February 1991 totalled 9.55m bales compared with 10.36m bales in the corresponding period of the previous season.

While the setback in production is attributed to unfavourable

ble weather conditions, particularly unseasonal rains and a large-scale pest attack, the differences of opinion on the crop estimate has once again been brought to the fore, much to the government's embarrassment. The lack of facilities to make a scientific assessment.

As the crop has been brought to a much better than optimum level, forecast, prices of medium staple variety of cotton have gone up by 35 per cent and of long staple variety by 50 per cent since the beginning of the season. Traders say that there will be a further rise in prices, particularly of better varieties, in the coming weeks.

● Pakistan's next cotton harvest could yield 11 million bales up from this year's (September-April) record of 9.5m, Karachi Cotton Association (KCA) chairman, M. Asghar Khan, said, reports Reuters from Karachi. His estimates follow an accord between the country's four provinces last month on sharing water from the Indus river.

**By David Blackwell**

**ORGANIC FARMING** in Europe is set to expand by 25 per cent a year over the next five years, according to the Economist Intelligence Unit.

In its latest report, the EIU forecasts that by 1995 organic agriculture will occupy 775,000 hectares in the European Community, and have sales of £1,250m, up from 255,821 hectares with production worth £900m. Both past performance and present circumstances support a "conservative rate of growth" — a "conservative and realistic expectation."

Taking the growth rate on to the turn of the century would result in 1,500,000 hectares and a market of £5.2bn. But, says the EIU, "there are too many unquantifiable factors at work" to make

The report asserts that greater output will lead to lower prices, encouraging consumption, but it points out that organic products now occupy less than 1 per cent of the EC's farmed land. "Organic agriculture could double, triple or even quadruple without causing noticeable ripples in European agricultural circles."

Consumers who see conventional agriculture as environmentally benign and a source of cheap products. They are concerned by pesticide usage, nitrate levels in the water supply and factory farming of livestock, says the EU.

There are significant handicaps to the expansion of organic agriculture which are common to all European countries.

organic farming face lower yields and accusations of crankiness. The distribution infrastructure is weak, with demand often in urban areas far away from production, which is often by farmers rich in ethics but poor in finances.

Governments have given little assistance. "The chemical industry continues to hold most farmers in a tight grip, and observations from the music business," says the EIU. There is no doubt that organic produce is a distinctly minority taste, and organic farming is "only on the first rung of the European agricultural ladder".

But its appeal to Brussels is considerable, and legislation is proposed that will ensure that many products sold as organic and of plant origin will be subject to EC standards and inspection. Producers will then be able to market their goods under an EC label.

Organic production in Europe. Special report No 2128 by WILSON TATE. The Economist Intelligence Unit. 40 Duke Street, London W1A 1DW. £275. pp82.

**By Kenneth Gooding**

**ALUMINIUM EXPORTS** to the west from the former eastern bloc countries, currently more than 500,000 tonnes and equivalent to the output of two and a half smelters, are likely to disappear entirely by the end of the decade, according to the Antobird Bird Associates consultancy group. The industry's long-term investment plans must take account of the need to replace this source of supply, it says in its 1991 Aluminium Annual Review.

Bird also estimates that 1.8m to 1.9m tonnes of today's primary aluminium production capacity in the west is obsolete, compared with the 600,000 tonnes of capacity in the east to 1m tonnes that the industry itself says needs replacing.

<b>Year</b>	<b>Consumption</b>	<b>Capacity</b>	<b>Production</b>
1987	15,471	13,668	12,933
1988	13,322	14,070	13,537
1989	14,482	14,407	14,098
1990	14,525	14,690	14,222
1991	14,577	15,234	14,358
1992	16,398	16,745	14,715
1993	16,008	16,545	15,538
1994	16,783	17,197	16,365
1995	17,328	17,522	16,968
1996	17,948	18,066	17,676
1997	18,779	19,650	18,690
1998	19,787	20,919	19,713
1999	20,764	21,971	20,745
2000	21,503	22,842	21,488
2001	22,036	23,437	22,028

suggests, "though it eventually will rise to about 38 cents in today's money. Accordingly, this is our estimate of the likely level of aluminium prices in the long term. However, since there is so much uncertainty about the future, higher prices may be rather more likely than the somewhat lower prices than this for some years". On the London Metals Exchange last night the price of aluminium for delivery at \$1,472.50 a tonne.

Bird says aluminium consumption stagnated at 14.5m tonnes last year and will do the same again in 1991. World economic recovery will stimulate demand for aluminium, but growth of about 5 per cent a year in 1992 and 1993. Consumption growth over the

1990-1995 period will average 3.6 per cent a year. From 1995 to 2000 annual consumption growth should be about 4.1 per cent.

Primary aluminium supplies in 1994 year including 14,550 tonnes of western production and 612,000 tonnes of former eastern bloc imports, will out-run demand so that stocks will rise by another 250,000 tonnes after a 200,000 tonnes increase in 1993. However, BIRAC predicts a 218,000 supply shortfall next year and suggests demand will be marginally ahead of supply each year for the rest of the decade.

**Aluminium Annual Review, 1993** from **Price Associates**, 190 Richmond Road, Kingston upon Thames, Surrey KT2 5DD, England.

**By Kenneth Gooding**

**ANALYSTS YESTERDAY** welcomed the news that Aluminix, the state-owned Italian aluminium producer, might close some capacity.

Western aluminium output is at record levels, stocks are increasing and prices are falling. The highest-cost capacity is now in Europe, where there is a considerable level of state ownership, so analysts previously held out little hope of closures.

Mr Jon Berghelli, analyst with the James Caple financial group, said: "This is an important development because the market consensus has been that, although the European aluminium producers are losing money, they would not close capacity."

Italian newspapers suggest that Aluminix, part of the EFIM group, plans a restructuring involving 1,600 lay-offs among its 7,000 employees. The 3,000-tonne Marghera della Sava smelter is reported to be threatened.

Aluminix produces 220,000 tonnes of aluminium a year and is said to have suffered a £181bn (£99m) loss before extraordinary items in 1984, with a £15bn profit the previous year.

Mr Berghelli said: "The Italian move may be the first in a series".

## Robert Taylor on a project that could add 4 per cent to GDP

**M**ANY ICELANDERS believe their country's hopes for greater prosperity in the future lie in the completion of the so-called Atlantik project. The construction, at a cost of \$1 billion, of a 210,000-tonnes-a-year aluminium smelter at Keilnes, 40 km (25 miles) south of Reykjavik, could certainly have a beneficial impact on the Icelandic economy. The country's independent National Economic Institute calculates that it will create an extra 1,000 jobs and be both a reliable source of income and the gross domestic product by 1995.

At present a business consortium known as the Atlantik group is negotiating with the Icelandic government, the country's National Power company and local authorities about the project. The three foreign-owned companies involved are Aluminax of the US, Granges, a division of Electro-Scania, the Swedish domestic appliance maker, and Hoogovens, a Dutch company, of the Netherlands.

But agreement on going ahead with the project - first discussed more than three years ago - is taking much longer than expected and the

original time-table has been adjusted more than four times already. After a meeting in New York in early February it was agreed that a further six months were needed to secure the loans necessary to proceed with the project.

Mr Jon Sigurdsson, Iceland's Industry Minister, believes that the negotiations can be completed by this May and final contracts exchanged by the autumn.

The story began in 1985 when six European companies—Austrian Metal, Aluminex Beheer, a subsidiary of Hoogovens Steel, RTZ of the UK, and Pechiney, the French aluminium group, formed the first Atlantic consortium to build a 90,000-tonnes-a-year smelter close to the Swiss Aluminium Company's 88,000-tonne aluminium smelter at Straumsvík, ten miles from Reykjavík.

But early hopes were not fulfilled and the original partners were replaced by others. A new consortium has been put together, but the autumn budget has dictated less enthusiasm to materialise, though a memorandum of agreement was assigned covering a number of tricky issues like taxation, power rates, environmental

protection and general contract terms.

However, there is a mood of increasing exasperation in some Icelandic political circles at the prolonged delay over the Atlantic project. "The takers have run into some head wind," admits Mr Jon Sigurdsson, the Industry Minister. "We had hoped to have contracts completed by now but there is uncertainty over the financing of the scheme. The consortium is trying to raise funds for the construction of the smelter from American banks but it is hardly a good moment to do so." "I remain very confident that the project will go ahead. It is well conceived, viable and logical," says Mr Johannes Nordal, the Central Bank's governor, who has played a key role in negotiations as chairman of the National Power Company.

However, Mr Olafur Grimsson, the finance minister, is sceptical about the intentions of the consortium to really proceed with the smelter's construction. He believes the time has come to see whether any other foreign companies might be interested in the project.

It would certainly make a

huge impact on the Icelandic economy if it does eventually materialise. The smelter will need around 350 megawatts a year of hydro-electric power to meet its production capacity, which amounts to about 75 per cent of the country's total current energy consumption. This would involve the National Power Company having to construct two brand new power plants in order to meet the country's demands and these are expected to take three years to complete.

However, until the Atlantica group project is finalised, work cannot really begin on the additional planned power plants that would cost an estimated \$530m. We are not willing to sign a deal to construct them until we have firm commitments on the smelter. We simply can't take the risk," admits Mr Halldor Jonastansson, general manager of the National Power company, although he remains convinced that the project will go ahead eventually.

His optimism may be well-placed. Even if the existing Atlantica project has to be modified, Iceland's future as a major aluminium producer cannot be in any doubt.

## MARKET REPORT

Silver fell on the London bullion market, with weak fundamentals asserting themselves after two days of routine gains. Gold edged up, but routine, mainly professional, trading, dealers said. The market is likely to continue to move in its current narrow \$355 to \$360 a troy ounce range today barring any significant fresh news. It remains capped by stiff overhead resistance at \$380. On the LME copper prices continued this week's slow decline in sterling terms. Routine movements were also influenced by currency considerations, although sentiment was underpinned by overnight news of Cerro's two month closure.

and force majeure at its Saugat refinery. Lead edged ahead. Traders said the market could be underpinned today by late news yesterday that Curragh Resources is not optimistic a strike can be avoided at its Faro, Yukon, mine. The same news gave a late boost to zinc. London's robusta coffee closed near the day's lows on trade selling in thin conditions. "It looks as if the least line of resistance is on the downside. A lot of people seem to be long of the market and have given up waiting for the next rally," one dealer said.

**Compiled from Reuters**

## SPOT MARKETS

[illegible]

SUGAR - London FODEX			(\$ per tonne)
Raw	Cane	Previous	High/Low
May	202.20	197.80	202.00 198.00
Jun	202.20	198.80	204.00 199.80
Jul	202.00	188.00	202.00 187.00
Oct	199.00	180.00	194.00 191.00
Dec	197.00	176.00	192.00 182.00
White	Cane	Previous	High/Low
May	226.5	227.2	226.2 227.0
Jun	226.5	221.5	226.0 222.0
Oct	229.5	224.5	229.5 226.0
Nov	229.5	224.5	229.5 226.0
Mar	228.0	225.0	226.6

Turnover: Raw 560 (583) tons of 50 tonnes.  
White 585 (597) tons of 50 tonnes.  
May 1977, Oct 1978: \$/cwt per tonnet; May 1986, A 1977, Oct 1978.

CRUDE OIL - \$/BBL			\$/barrel
Latest	Previous	High/Low	
May	18.30	18.11	18.30 18.08
Jun	16.60	17.92	18.04 17.59
Jul	17.55	17.84	17.96 17.81
Aug	17.55	17.92	17.94 17.83
Sep	17.53	17.83	17.83
Oct	18.00	17.80	17.90
Dec	18.00	17.80	17.90

Turnover: \$/BBL (77.86)

GAS OIL - \$/BBL			\$/barrel
Cane	Previous	High/Low	
Apr	174.00	168.80	174.25
May	167.00	163.80	167.00 162.00
Jun	163.00	162.00	164.25 161.00
Jul	163.00	162.00	164.25 161.00
Aug	166.00	164.00	165.50 163.50
Sep	163.50	160.50	163.50 160.50
Oct	163.50	160.50	163.50 160.50
Nov	170.00	170.00	170.00 168.50

Turnover: \$/BBL (4203) tons of 100 tonnes

### FRUIT AND VEGETABLES

The first crisp new season Co's apples at 45p-50p are well wanted in the shops this week, reports the FVIB.

Oranges at 4-52p each (5-28p) are abundant along with the new Zealand ones in the 10-15p range.

Apples 15-25p each (15-25p).

Supplies of homegrown vegetables are excellent this week, with potatoes (45p-50p) and tomatoes (10-15p to 15-15p a lb (12-15p), English and Dutch cucumbers at 45-60p each (35-45p), Chinese beans at 50-60p (40-50p), 20-20p, along with tomatoes at 30-35p a lb (30-35p) from the Canaries are a good sorted choice.

COCOA - London FIOK				D
	Close	Previous	High/Low	
May	653	655	659 658	
Jun	659	660	665 665	
Jul	712	711	717 707	
Dec	735	738	738 734	
Mar	762	763	764 760	
May	773	780	785 777	
Jul	788	799	798 797	
Turnover: 4626 (5218) lots of 10 tonnes				
ICCO Indicator prices (50Rs per tonne),				
price for Apr 655 (522.22) 10 day				
for Apr 671.92 (573.65)				
COFFEE - London FIOK				D
	Close	Previous	High/Low	
May	594	605	632 592	
Jul	606	616	617 605	
Sep	620	632	631 618	
Nov	634	644	644 633	
Jan	659	656	659 649	
Mar	668	670	669	
Turnover: 3146 (5053) lots of 5 tonnes				
ICO indicator prices (US cents per pound)				
Apr 5: 65 (22.85) 15 day				
72.53 (27.47)				
COTTON - London FIOK				D
	Close	Previous	High/Low	
Apr	118.0	112.0	115.0 111.0	
May	145.5	147.5	148.0 141.0	
Jun	120.0	114.0	120.0 120.0	
Turnover 207 (71) lots of 40 tonnes.				
SOYABEAN - London FIOK				D
	Close	Previous	High/Low	
Feb	130.00		130.00	
Turnover 25 (11) lots of 20 tonnes.				
PRIMEUR - London FIOK				20/Indices
	Close	Previous	High/Low	
Apr	1484	1484	1488 1480	
May	1530	1530	1540 1534	
Jul	1149	1129	1140 1136	
Oct	1253	1228	1240	
Nov	1252		1270	
SPI	1597			
Turnover 201 (197)				
GRAIN - London FIOK				2A
	Close	Previous	High/Low	
Wheat	138.0	138.0	138.0 138.0	
Jan	140.0	138.15	140.0 139.45	
Sep	111.15		111.10	
Nov	114.15		114.10	
Barley				
	Close	Previous	High/Low	
May	102.25	118.65	113.75	
Nov	111.70		111.70	
Turnover: Wheat 323 (343), Barley 17 (52).				
Turnover lots of 100 tonnes.				
PHEIS - London FIOK (Cash Settlement)				
	Close	Previous	High/Low	
Jun	115.0		114.0	
Jul	114.0		114.0	
Aug	114.5		114.0	
Oct	114.0	114.0	114.0	
Oct	115.0	114.0	114.0	
Nov	115.0	114.0	114.0	
Turnover: 57 (63) lots of 3,250 kg				
RUBBER - London FIOK				
	Close	Prev.	High	Low
Index	165.19	160.39		
Apr	155.20	154.70	155.80	155.00
May	165.00	154.00	156.00	
Jun	164.00	154.00	155.00	154.80
Sep	164.20	153.70	154.20	
Dec	154.60	154.00	154.60	
Jan	154.00	154.10	154.00	
Jul	153.70		153.70	

LONDON METAL EXCHANGE				
	Close	Previous		
Aluminium, 99.7% purity (5 per tonne)				
Cash	1463	1458.50		
3 months	1472.5	1478.9		
Copper, Grade A (5 per tonne)				
Cash	1370.5	1365.5-6.5		
3 months	1388.4	1371.5-2		
Lead (5 per tonne)				
Cash	348.50	347.4		
3 months	361.2	350.1		
Nickel (5 per tonne)				
Cash	9025.70	8925.50		
3 months	9050.75	8925.50		
Tin (5 per tonne)				
Cash	5469.8	5470.5		
3 months	5594.5	5570.5		
Zinc, Special High Grade (5 per tonne)				
Cash	1227.52	1228.58		
3 months	1194.5	1190.5		
LIME CEMENT 45 rats				
SPOT: 1.7645	3 months: 1.7568			
LONDON BULLION MARKET				
(Prices supplied by N.M.Rothschild)				
Gold (fine oz) & price		& equivalent		
Close	355.00-359.30			
Opening	355.00-359.00			
Morning fix	358.10	202.805		
Afternoon fix	358.40	201.915		
Day's high	359.00-359.40			
Low	356.50			
Local Libs Mean Gold Lending Rates (%)				
1 month	5.29	5 months		
2 months	5.29	12 months		
3 months	5.29			
Silver fix				
plmex oz		US cts equiv		
Spot	220.05	405.73		
1 month	221.05	411.85		
3 months	222.05			
12 months	224.40	422.55		
GOLD COINS				
(Prices supplied by Engelhardt Metals)				
5 price		& equivalent		
Krugerrand	350.00-390.00	202.25	202.25	
Maple leaf	377.00-371.00	208.20	208.20	
New Sovereign	67.00-68.00	40.00-42.00		
TRADED CONTRACTS				
Aluminium (99.7%)	Calls	Puts		
Strike price & tonnes Apr	May	Apr	May	
1380	111	124	2	9
1480	33	84	34	3
1620	4	25	93	9
Copper (99.9%)	Calls	Puts		
2350	86	105	15	6
2450	39	68	34	1
2550	10	29	125	1
Coffee	May	Jul	May	Jul
500	47	71	1	14
550	11	41	25	20
650	1	63	65	60
Cocoa	May	Jul	May	Jul
850	22	17	9	2
900	4	27	41	4
750	8	13	67	70
Brass Grade	May	Jul	May	Jul
1800	45			
1850				
1900				

(Prices supplied by Amalgamated Metals)				
	Alf. Official	Kerb close	Open	
14/1452	1452-2			
14/1458	1479-50	1474-5	63,485	
Total daily turnover 24				
13/1361	1362-3	1363-4	103,238	
7/1363	1373-4		Total daily turnover 36	
1/1361	348-0	365-4	14,000	
	360-1		Total daily turnover 23	
1/1375	800-45	803-75	9,037	
	822-50		Total daily turnover	
1/1384	9470-3	9550-5	6,815	
	5470-5		Total daily turnover 14	
1/1330	1230-2	1231-5	24,062	
1/1100	1195-300	1194-5		
6 months: 17,283      9 months:				
<b>New York</b>				
<b>GOLD 100 tray oz. \$/tray oz.</b>				
	Latest	Previous	High/Low	
Apr	359.5	360.3	360.3	359.5
Jun	361.7	362.2	362.2	361.7
Aug	364.9	365.1	365.2	364.9
Oct	368.2	368.3	368.2	368.3
Dec	371.5	371.6	371.7	371.5
Feb	374.7	375.0	374.7	374.7
<b>PLATINUM 50 tray oz. \$/tray oz.</b>				
	Latest	Previous	High/Low	
Apr	401.0	400.2	401.5	401.0
Jun	402.0	403.1	407.5	404.0
Oct	410.0	408.9	410.5	408.0
Jan	414.5	412.7	418.0	415.0
<b>SILVER 5,000 tray oz. cents/tray oz.</b>				
	Latest	Previous	High/Low	
May	407.0	409.2	411.9	406.0
Jun	412.0	413.1	416.5	411.0
Sep	416.0	418.1	419.5	414.0
Dec	426.0	425.4	426.0	422.0
Mar	439.0	435.3	435.0	433.0
<b>HIGH GRADE COPPER 25,000 lbs. cents/lb.</b>				
	Latest	Previous	High/Low	
Apr	109.80	108.70	109.80	108.0
Jun	110.00	109.00	110.00	108.00
Aug	109.80	109.00	109.80	108.0
Jul	108.10	107.40	108.20	107.0
Sep	108.80	108.10	108.80	106.00
Dec	105.20	104.70	105.45	104.00
<b>CRUDE OIL, Light 42,000 U.S. galls. \$/barrel</b>				
	Latest	Previous	High/Low	
May	19.81	19.47	19.88	19.31
Jun	19.83	19.89	19.76	19.45
Jul	19.53	19.30	19.40	19.20
Aug	19.45	19.26	19.47	19.10
Oct	19.35	19.22	19.40	19.00
Nov	19.36	18.84	19.37	18.70

HEATING OIL, 42,000 US gals; cents/lb						
		Latest	Previous	High/Low		
May	5420	5328	5480	53		
Jun	5305	5210	5358	58		
Jul	5295	5210	5355	59		
Oct	5100	5063	5210	57		
Dec	5770	5708	5770	57		
COCOA 10 tonnes/canisters						
		Latest	Previous	High/Low		
May	1112	1100	1118	11		
Jun	1143	1132	1147	11		
Jul	1174	1168	1178	11		
Oct	1212	1204	1212	12		
Mar	1241	1233	1243	12		
Jul	1264	1266	1265	12		
Jul	1290	1282	1290	12		
COFFEE "C" 37,500 lbs; cents/lb						
		Latest	Previous	High/Low		
May	92.80	94.05	93.75	92		
Jun	95.10	95.25	95.95	95		
Sep	97.00	98.00	97.70	97		
Dec	99.80	100.00	100.15	99		
SUGAR WORLD "11" 112,000 lbs; cents/lb						
		Latest	Previous	High/Low		
May	5.05	5.02	5.16	5.0		
Jul	5.05	5.07	5.10	5.0		
Oct	5.83	5.88	5.95	5.8		
Mar	6.69	6.68	6.79	6.6		
Jul	6.70	6.70	6.70	6.6		
Jul	6.70	6.71	0	0		
COTTON WORLD 50 cents/lb						
		Latest	Previous	High/Low		
May	93.45	93.08	93.53	92		
Jul	93.65	93.55	93.95	93		
Oct	73.40	73.12	73.40	73		
Dec	69.34	69.15	69.34	69		
Mar	70.00	69.80	70.00	69		
ORANGE JUICE 15,000 lbs; cents/lb						
		Latest	Previous	High/Low		
May	116.00	114.40	116.30	114		
Jul	116.26	114.90	116.26	114		
Sep	116.50	114.00	116.50	115		

# Chicago

SOYABEAN 5,000 bu min; cents/60lb bu			
	Latest	Previous	High/Low
May	584/6	587/0	591/0
Jun	580/0	581/2	583/6
Aug	580/0	582/2	583/2
Oct	587/0	581/2	583/2
Nov	591/4	583/0	584/0
Jan	589/4	583/0	584/4
Mar	589/4	584/0	585/0
Jul	556/0	559/0	567/0

SOYABEAN OIL 50.000 lbs; cents/lb			
	Latest	Previous	High/Low
May	21.38	21.61	21.88
Jun	21.73	21.92	22.02
Aug	22.22	22.20	22.36
Oct	22.17	22.32	22.37
Jan	22.45	22.50	22.55
Dec	22.26	22.27	22.30

SOYABEAN MEAL 10.0 tons; \$/ton			
	Latest	Previous	High/Low
May	170.9	172.6	172.9
Jun	178.4	178.1	178.5
Dec	183.4	184.2	184.5
Jan	184.3	185.5	186.6

MAIZE 5,000 bu min; cents/56lb bushel			
	Latest	Previous	High/Low
May	259/2	257/0	257/2
Jun	263/6	260/0	264/6
Dec	263/6	265/4	266/6
Jan	263/2	265/0	266/6
Mar	270/6	272/4	274/0
May	279/2	278/0	277/2
Jul	279/6	281/4	280/0

WHEAT 5,000 bu min; cents/60lb-bushel			
	Latest	Previous	High/Low
May	263/6	268/2	268/4
Jun	263/4	266/2	266/6
Dec	302/0	308/0	308/2
Jan	303/2	308/0	308/6
Dec	319/6	321/8	320/0
May	330/0	334/4	331/0

LIVE CATTLE 40,000 lbs; cents/lb			
	Latest	Previous	High/Low
Apr	82.2/2	82.2/2	82.2/2
Jun	77.9/0	78.0/0	78.0/5
Aug	75.2/5	76.1/2	76.5/5
Oct	75.3/2	76.8/0	76.6/5
Dec	77.1/2	77.1/2	77.8/5
Feb	76.4/0	76.1/2	76.4/5
Apr	76.7/5	76.5/0	76.7/5

LIVE HOGS 30,000 lb; cents/lb			
	Latest	Previous	High/Low
Apr	52.2/2	53.3/0	53.1/0
Jun	51.7/5	51.9/7	51.8/5
Aug	51.5/5	51.7/2	51.6/5
Oct	53.5/0	54.2/5	54.0/0
Dec	48.7/0	48.8/5	48.7/0
Feb	48.7/0	48.1/0	48.3/0
Apr	45.2/5	45.0/5	48.3/0

PORK BELLIES 40,000 lbs; cents/lb			
	Latest	Previous	High/Low
May	65.4/0	67.2/5	67.7/0
Jun	63.7/0	65.0/0	65.0/0
Aug	61.3/0	62.3/0	62.0/0
Oct	68.7/0	68.5/0	68.5/0
Dec	68.7/0	68.1/0	68.0/0

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orders  
aging  
factor



# Yet another new peak for the Footsie

The standard of the equity market since the Easter holiday has taken the FT-SE Index into a key testing area, according to Mr Matthew Bounds, technical analyst at Lehman Brothers. He warns that a Frootie close above 2,530 would point to a medium to longer term advance, but nevertheless there is a risk that the Index could retreat from current levels. If the market continues to advance, Mr Bounds sees further significant testing points at FT-SE 2,700, 2,940 and 3,000.

**S.G. Warburg** was believed to have bought the stock at 285p, according to a source. The stock came from **KG Anker-Petersen Will Trust**, of Denmark, which reduced its shareholding in the UK group to 5.46 per cent. Rentold closed 8 1/2 at 272p.

**Thornycroft** closed 25 1/2. Food retailing leaders in the wake of **Tesco's** better than expected figures on Wednesday, **Tesco** climbed 12 to 285p, **J. Sainsbury** moved ahead 11 to 374p. **Thornycroft** fell 1 1/2 to 309p. **Tesco's** turnover was particularly high at 5.9m.

**London Merchant Securities**, the property and investment group, sold 7m shares in **First Leisure** at 149p, and has been bought through **Canvase** to institutions. **LMS** thereby cut its stake from 29.8 per cent to 25.3 per cent and **First Leisure's** shares receded 8 to 247p.

Positive comment from analysts on **Prismair Hotels** also helped the shares climb 24 to 909p.

**Vintex**, which makes avionics and broadcast equipment,

A bid approach, which could lead to an offer in the region of 100p a share, pushed Robertson Group to 98p before a close of 16 higher on the day at 91p.

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■ **Other Market statistics,**

share index, Page 21

"Shorts" Lives up to Five		
99.9	97	1971
99.9	96	1971
99.9	95	1971
99.9	94	1971
101.0	93	1971
99.9	92	1971
99.9	91	1971
99.9	90	1971
102.0	89	1971
102.0	88	1971
99.9	87	1971
99.9	86	1971
99.9	85	1971
99.9	84	1971
99.9	83	1971
99.9	82	1971
99.9	81	1971
99.9	80	1971
99.9	79	1971
99.9	78	1971
99.9	77	1971
99.9	76	1971
99.9	75	1971
99.9	74	1971
99.9	73	1971
99.9	72	1971
99.9	71	1971
99.9	70	1971
99.9	69	1971
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99.9	14	1971
99.9	13	1971
99.9	12	1971
99.9	11	1971
99.9	10	1971
99.9	9	1971
99.9	8	1971
99.9	7	1971
99.9	6	1971
99.9	5	1971
99.9	4	1971
99.9	3	1971
99.9	2	1971
99.9	1	1971

Five to Fifteen Years			
1194	1151	News 154, pc 1994a	1183
1121	1088	Arch 134, pc 1994a	1114
1004	958	Conversion 10pc 1994	993
106	97	De. 10pc 1994a	948
1134	108	News 134, pc 1994a	1128
1627	97	Arch 10pc 1997	1010

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Over Fifteen Years			
85.41	79.81	Trans. Nov. 2000-01	88.91
112.2	105.8	Trans. 11.1.00-2000-07	111.9
130.4	118.1	Trans. 11.1.00-2007	89.9
128.5	115.9	Trans. 1.1.00-09-08	128.8
94.8	86.8	Trans. 09.00-2008	94.4
81.4	80.4	Trans. 10.00-2008	80.9
63.5	89.4	Trans. 9.00-10.01.03	69.8
63.5	79.8	Trans. 9.00-2008-12.08	63.5
63.5	79.8	Trans. 10.00-2012	63.5
121.2	113.9	Trans. 12.08-13-17	120.9
Undated			
40.41	37.1	Census 40c	35.81
38.9	35.4	War 1900-34 incl.	35.81
37.8	34.3	Census 35c 1st Art.	35.81
29.9	25.9	Census 25c 1st Art.	25.4
29.9	25.9	Census 25c 2nd Art.	25.4

### Five to Fifteen Years

1198	1150	Press 154 pc 1994c	1188
1124	1068	Each 134 pc 1994c	1114
1004	958	Conversion 10pc 1996	994
1004	978	Doc. 10pc 1996 A	994
1138	1088	Press 134 pc 1997c	1124
1024	974	Each 104 pc 1997	1018
944	898	Press 104 pc 1997c	938
944	898	Each 104 pc 1997c	938
968	938	Each 94 pc 1998	964
858	808	Press 84 pc 1997-98c	854
1274	1214	Each 124 pc 1998	1264
1004	1044	Each 124 pc 1998	1094

111.8	97.1	Ensh. 12.4 pc 1999	111.1
102.7	97.2	Trans. 10.9 pc 1999	102.4
101.1	95.1	Conversion 10.4 pc 1999	100.4
94.9	99.5	Conversion 9 pc 2000-06	94.4
111.6	110.9	Trans. 13 pc 2000	115.1
116.1	93.4	Do. 13 pc 2000 A	115.4
100.7	94.5	Trans. 10 pc 2001	117.8
115.3	97.1	Trans. 3.4 pc 2002	117.8
98.5	92.6	Trans. 3.4 pc 2002	98.1
100.4	94.5	Trans. 16 pc 2003	100.7
102.4	102	Trans. 11.5 pc 2001-04	107.8
56.3	53	Funding 3.4 pc 99-04	57.5
97.1	90.8	Conversion 9.7 pc 2004	96.5
117.1	90.8	Conversion 9.7 pc 2004	96.5
118.7	111	Trans. 12.4 pc 2003-05	117.4

Over Fifteen Years			
85.1	79.8	Treas. Sec. 2002-04zz	84.7
112.5	105.9	Treas. 11.4.00-2003-07	111.4
90.7	84.1	Treas. 8.1.00-2007.02	89.4
125.4	118.8	Treas. 1.3.04-04-08	124.8
94.8	88.8	Treas. 9.1.2008 to	94.1
85.1	80.1	Treas. Sec 2009	85.1
89.5	88.5	Entre Sec La 2011.01	90.8
63.4	59.6	Treas. 5.2.00-2008-2208	62.8
82.1	76.8	Treas. 7.4.02-1308	81.7

40	37	Console 4pc	Updated	37
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59 1/2	57 1/2	Com. 3 1/2 pc '61 Afr. ....	59 1/2	1
29 1/2	28 1/2	Treas. 3pc '66 Afr. ....	29 1/2	1
25 1/2	23 1/2	Canoes 2 1/2 pc. ....	25 1/2	1
25	23 1/2	Treas. 2 1/2 pc. ....	25	1

Five to Fifteen Years			
1198	1157	News 154, pc 1996c	1188
1124	108	Exch 134, pc 1996c	1114
1004	951	Conversion 10c 1996	994
1004	474	Do. 10c 1996 A	994
1138	108	Trans 134, pc 1997c	1128
1027	374	Exch 104, pc 1997	1017

122	89	Trans 15 <sup>th</sup> Dec 1997	93
122	11	Exch 15 <sup>th</sup> Sep 1997	121
98	11	Exch 9 <sup>th</sup> Sep 1998	98
125	121	Trans 15 <sup>th</sup> Sep 1997-2000	98
125	121	Trans 15 <sup>th</sup> Sep 1998	126
109	94	Trans 12 <sup>th</sup> Sep 1998	109
97	92	Exch 12 <sup>th</sup> Sep 1998	97
111	107	Exch 12 <sup>th</sup> Sep 1999	111
102	97	Exch 10 <sup>th</sup> Sep 1999	102
101	95	Conversion 10 <sup>th</sup> Sep 2000	100
94	89	Conversion 9 <sup>th</sup> 2000	94
116	110	Trans 13 <sup>th</sup> 2000	115
116	113	Co. 13 <sup>th</sup> 2000 A	115

118	115	Trans. 14pc 98-01	217
98	92	Trans 94pc 2002	98
100	94	Trans 10pc 2003	100
108	102	Trans. 11 1/2 pc 2001-04	107
58	53	Funding 3 1/2 pc 99-04	57
97	90	Conversion 9 1/2 pc 2004	96 1/2
97	90	Conversion 9 1/2 pc 2005	96 1/2
118	111	Trans. 12 1/2 pc 2003-05	117 1/2

Over Fifteen Years			
85.4	79.9	Trans. Sep. 2002-04de	84.7
112.5	105.9	Trans. 11.4 pc 2003-07	111.4
90.0	84.0	Trans. 8.3 pc 2007-11	89.4
125.5	118.2	Trans. 13.2 pc 04-08	124.1
94.8	88.8	Trans. 9.4 pc 2008-11	94.4
85.1	80.0	Trans. Sep. 2009	85.0
94.4	89.1	Trans. 9.4 pc 2011-11	93.8
63.5	59.0	Trans. 5.2 pc 09-12de	63.8
82.1	76.6	Trans. 7.4 pc 2012-13de	81.4
121.2	115.2	Exch. 12pc '13-17	120.4

Undated			
40-1	37-1	Consolid 4pc	39-1
35-1	30-1	War Loan 3-1/2 pct	28-1
59-1	57-1	Conv. 5-1/2% '61 Aft	59-1
27-1	26-1	Treas. 3-1/2% '60 Aft	27-1
25-1	23-1	Consolid 2-1/2 pct	25-1
24-1	23-1	Conv. 3-1/2	24-1

	Apr	Apr	Apr	Apr	Mar	Mar	Year	High	Low	Shares	Open	Shares	Open
	1	2	3	4	27	28	2000	1999	1998	1997	1997	1998	1999
<b>Fixed Income</b>	85.65	85.35	85.09	85.03	84.50	84.50	77.84	86.88	82.17	127.4	80.18	127.4	80.18
	(19/2)	(20/1)	(20/1)	(20/1)	(19/2)	(19/2)		(19/2)	(20/1)	(31/7/95)	(31/7/95)	(31/7/95)	(31/7/95)
<b>Flowed Interest</b>	94.77	94.70	94.60	94.33	94.45	95.53	86.77	90.00	105.4	50.53			
	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(31/7/95)			
<b>Ordinary Share @</b>	2007.2	2014.2	1985.8	1953.9	1985.9	1758.3	2014.2	1979.3	2014.2	48.4			
	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(31/7/95)			
<b>Gold Mines</b>	138.5	137.4	138.2	138.4	138.0	258.0	174.7	177.7	73.7	43.5			
	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(20/1)	(31/7/95)			
<b>FT-SE 100 Share</b>	2524.0	2516.1	2488.3	2458.5	2464.8	2239.5	2524.5	2054.8	2524.5	698.8			
	(44/1)	(44/1)	(44/1)	(44/1)	(44/1)	(44/1)	(44/1)	(44/1)	(44/1)	(31/7/95)			
<b>FT-SE Sharetrack 200</b>	1162.53	1164.84	1146.11	1137.08	1156.83		1148.11	1148.11	1148.11	698.82			
	(2/4)	(2/4)	(2/4)	(2/4)	(2/4)		(2/4)	(2/4)	(2/4)	(31/7/95)			
<b>% Div. Div. Yield</b>	4.62	4.80	4.28	4.84	4.84	5.01	5.08	5.08	5.08	1148.11			
<b>% Earning Div. % (full)</b>	8.22	8.59	8.90	8.94	8.90	12.05	12.05	12.05	12.05	1148.11			
<b>% P/E Ratio (Net @)</b>	14.13	14.18	14.00	13.78	13.84	10.01	10.01	10.01	10.01	1148.11			
	(2/4)	(2/4)	(2/4)	(2/4)	(2/4)	(2/4)	(2/4)	(2/4)	(2/4)	(31/7/95)			
<b>SEAD Baskets 4.65pm</b>	62.334	56.978	59.958	44.540	42.948	34.007							
<b>Equity Turnover(%)</b>	-	1197.13	1183.74	1058.03	983.82	1142.08							
<b>Equity Management</b>	56.971	45.959	47.853	33.71	35.592								
<b>Shares Traded (mil)</b>	601.8	715.7	698.2	462.8	464.4								
<b>Ordinary Share Index, Hourly changes</b>	Day's High 2006.2				Day's Low 2005.8								
<b>Open</b>	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4
<b>High</b>	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4
<b>Low</b>	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4
<b>Close</b>	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4	2010.4
<b>FT-SE 100, Hourly changes</b>	Day's High 2514.7				Day's Low 2515.1								
<b>Open</b>	2515.1</												

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**THE STOCK INDEX** futures market was hit by two factors which led to a fall in the underlying equity sector yesterday, taking share prices sharply upwards in early trading but then cutting them back equally sharply. Futures traders commented, however, that genuine retail interest in derivatives was light yesterday and the market was dominated by institutional players.

The futures markets opened with the Footsie June future showing a premium of around 45 points against fair value compared with the cash market. There was a rush of basket trades, with several leading UK securities houses trading between futures and cash, and share prices rose sharply during the first half of the session.

However, the bounce went out of the market fairly quickly as the great sellers of the June contract all sat below the day's peak of 2,596.

"Both futures and cash markets were really turned down," commented one leading trader. Sentiment was further damped when Wall Street made a slow start to the new session and the premium on the June contract quickly shrank to 30 against fair value. A slight recovery was made in late afternoon trading as Wall Street rallied.

Among traded options, there was little activity. The active bids at two UK brokers bought as stock and sold options so as to secure the dividend payment.

1000

# BRITISH FUNDS—Contd

1971	1970	Stock	Yield	1971	1970	1971	1970
Net. 1st.	2nd.			Net. 1st.	2nd.	Net. 1st.	2nd.
Index-Linked							
(a)				(c) (2)			
(conts)							
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
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127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
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127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
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127	112	170	228	127	112	170	228
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127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
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127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	228
127	112	170	228	127	112	170	

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12.01	10.00
10.01	10.00
9.01	10.00
11.22	10.20
11.22	10.20
10.05	10.02
11.06	10.39
9.98	10.01
9.99	9.96
10.04	10.01
6.04	9.92
9.94	9.98
9.94	9.98

**Building Societies**

1044110224	Building Society 2007	10441	5.30
104411044100	4.25 pmt 74	100	4.95

2001		2002		2003		2004		2005		2006		2007		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		2035		2036		2037		2038		2039		2040		2041		2042		2043		2044		2045		2046		2047		2048		2049		2050		2051		2052		2053		2054		2055		2056		2057		2058		2059		2060		2061		2062		2063		2064		2065		2066		2067		2068		2069		2070		2071		2072		2073		2074		2075		2076		2077		2078		2079		2080		2081		2082		2083		2084		2085		2086		2087		2088		2089		2090		2091		2092		2093		2094		2095		2096		2097		2098		2099		2100		2101		2102		2103		2104		2105		2106		2107		2108		2109		2110		2111		2112		2113		2114		2115		2116		2117		2118		2119		2120		2121		2122		2123		2124		2125		2126		2127		2128		2129		2130		2131		2132		2133		2134		2135		2136		2137		2138		2139		2140		2141		2142		2143		2144		2145		2146		2147		2148		2149		2150		2151		2152		2153		2154		2155		2156		2157		2158		2159		2160		2161		2162		2163		2164		2165		2166		2167		2168		2169		2170		2171		2172		2173		2174		2175		2176		2177		2178		2179		2180		2181		2182		2183		2184		2185		2186		2187		2188		2189		2190		2191		2192		2193		2194		2195		2196		2197		2198		2199		2200		2201		2202		2203		2204		2205		2206		2207		2208		2209		2210		2211		2212		2213		2214		2215		2216		2217		2218		2219		2220		2221		2222		2223		2224		2225		2226		2227		2228		2229		2230		2231		2232		2233		2234		2235		2236		2237		2238		2239		2240		2241		2242		2243		2244		2245		2246		2247		2248		2249		2250		2251		2252		2253		2254		2255		2256		2257		2258		2259		2260		2261		2262		2263		2264		2265		2266		2267		2268		2269		2270		2271		2272		2273		2274		2275		2276		2277		2278		2279		2280		2281		2282		2283		2284		2285		2286		2287		2288		2289		2290		2291		2292		2293		2294		2295		2296		2297		2298		2299		2300		2301		2302		2303		2304		2305		2306		2307		2308		2309		2310		2311		2312		2313		2314	
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LONDON SHARE SERVICE

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MOTORS, AIRCRAFT TRADES

1991	Stock	Price	%	1990	Stock	Price	%
120	Rolls Royce	120.00	0.0	120	Rolls Royce	120.00	0.0
121	Rolls Royce	121.00	0.8	121	Rolls Royce	121.00	0.8

Commercial Vehicles

122	Commercial Vehicles	122.00	0.0
123	Commercial Vehicles	123.00	0.8

Components

124	Components	124.00	0.0
125	Components	125.00	0.8

Garages and Distributors

126	Garages and Distributors	126.00	0.0
127	Garages and Distributors	127.00	0.8

NEWSPAPERS, PUBLISHERS

128	Newspapers, Publishers	128.00	0.0
129	Newspapers, Publishers	129.00	0.8

PAPER, PRINTING, ADVERTISING

130	Paper, Printing, Advertising	130.00	0.0
131	Paper, Printing, Advertising	131.00	0.8

PROPERTY

132	Property	132.00	0.0
133	Property	133.00	0.8

PROPERTY - Contd

134	Property	134.00	0.0
135	Property	135.00	0.8

SHOES AND LEATHER

136	Shoes and Leather	136.00	0.0
137	Shoes and Leather	137.00	0.8

SOUTH AFRICANS

138	South Africans	138.00	0.0
139	South Africans	139.00	0.8

TEXTILES

140	Textiles	140.00	0.0
141	Textiles	141.00	0.8

TOBACCOS

142	Tobaccos	142.00	0.0
143	Tobaccos	143.00	0.8

TRANSPORT

144	Transport	144.00	0.0
145	Transport	145.00	0.8

INVESTMENT TRUST

146	Investment Trust	146.00	0.0
147	Investment Trust	147.00	0.8

INVESTMENT TRUST - Contd

148	Investment Trust	148.00	0.0
149	Investment Trust	149.00	0.8

FINANCE, LAND, ETC

150	Finance, Land, Etc	150.00	0.0
151	Finance, Land, Etc	151.00	0.8

WATER

152	Water	152.00	0.0
153	Water	153.00	0.8

INVESTMENT TRUST - Contd

154	Investment Trust	154.00	0.0
155	Investment Trust	155.00	0.8

PLANTATIONS

156	Plantations	156.00	0.0
157	Plantations	157.00	0.8

MINES

158	Mines	158.00	0.0
159	Mines	159.00	0.8

OIL AND GAS

160	Oil and Gas	160.00	0.0
161	Oil and Gas	161.00	0.8

MINES - Contd

162	Mines	162.00	0.0
163	Mines	163.00	0.8

REGIONAL & IRISH STOCKS

164	Regional & Irish Stocks	164.00	0.0
165	Regional & Irish Stocks	165.00	0.8

TRADITIONAL OPTIONS

166	Traditional Options	166.00	0.0
167	Traditional Options	167.00	0.8

INDUSTRIALS

168	Industrials	168.00	0.0
169	Industrials	169.00	0.8

PROPERTY

170	Property	170.00	0.0
171	Property	171.00	0.8

MINES

172	Mines	172.00	0.0
173	Mines	173.00	0.8

INDUSTRIALS

174	Industrials	174.00	0.0
175	Industrials	175.00	0.8

PROPERTY

176	Property	176.00	0.0
177	Property	177.00	0.8



● Current Unit Trust prices are available on FT Cityline. Calls charged at 45p per minute peak and 34p off peak, inc VAT. To obtain your free Unit Trust Code Booklet ring (071) 925-2125.

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**Compiled with the assistance of Lautro §§**

**OFFER PRICE:** Also called issue price. The price at which units are bought by investors.

**FORWARD PRICE:** Also called redemption price. The price at which units are sold back by investor's.

**CANCELLATION PRICE:** The entrance redemption price. The customer would however the

**FORWARD PRICING:** The letter F denotes that the customer deal at the price to be set on the

that trust managers aim at the price as to set on the next valuation, investors can be given no definite price in advance of the purchase or sale being carried out. The prices appearing in the newspaper are the most recent available for the managers.

**TIME:** The time shown alongside the legal manager's name is the time of the unit staff's submission and not necessarily when it is indicated the

By order of the Council of the Institute of Metals,  
Regulatory Organisation,  
Centre Point,  
193 New Oxford Street, London WC2A 1QH  
Tel 071 403 7700



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هذه امانة الاله







## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Dollar lower before jobs data

THE DOLLAR moved lower yesterday as the market gave up gains which followed the Bundesbank's decision not to raise interest rates and instead, worried more about the slowdown in the US economy.

The Bundesbank had already parried to the market via its daily credit operations that it would not be raising rates. But doubts persisted and the German central bank's announcement at its council meeting gave a temporary boost to the dollar.

There was insufficient support for the US currency at the higher levels and by the time the New York market opened it was already starting to drift lower.

The release of the latest weekly unemployment figures jolted the market and sent the dollar almost a plunging leap against the D-Mark. New applicants for unemployment insurance benefit in the week ended March 23 rose to 543,000 compared with expectations of 500,000, and 510,000 the previous week.

Although the weekly unemployment figures are erratic and usually have little impact on currencies, yesterday's announcement struck a chord with a market which was beginning to worry about today's important monthly

employment data. A Money Market Services survey of economists found an average expectation of a 137,000 decrease in non-farm payroll employment in March, compared with the 184,000 drop in February.

By the close of London trading, economists had revised down their projections for the March figure, while foreign exchange dealers said the market was now expecting a drop of 200,000.

Suggestions of a large drop in employment has led to renewed talk that the Federal Reserve may ease monetary policy. However, economists said that the currency market is reading too much into the weekly unemployment figures to draw such firm conclusions about US monetary policy.

Nevertheless, the doubts remained, and the dollar closed lower against most currencies.

It finished weaker at \$1.4025 from \$1.4140, at \$1.3625 from \$1.3750, but higher at DM1.6670 against DM1.6640 and at FF5.6450 from FF5.6425. The dollar's index, calculated by the Bank of England, finished at 64.8, down 0.2.

The Bundesbank's decision not to alter monetary policy depressed the mark, particularly against the Swiss franc, sterling and the yen. The German currency ended at SF10.8420 against SF10.8500 and at Y81.74 from Y82.71.

Sterling was firmer particularly against most European currencies. The pound closed higher at DM2.9250 from a previous DM2.9250, at FF10.0725 from FF10.0500; it was lower at Y243.00 from Y245.00. Sterling's index was unchanged at 92.7.

The ECU is added to the exchange cross rates table on this page, starting today.

## EMS EUROPEAN CURRENCY UNIT RATES

	ECU	Current	Previous	% Change	% Change	Overnight
		April 4	April 4			
Spanish Peseta	166.631	166.631	166.631	-0.04	0.13	0.11
Italian Lira	2036.267	2036.267	2036.267	-0.04	0.13	0.11
French Franc	6.55954	6.55954	6.55954	-0.04	0.13	0.11
German Mark	1.93627	1.93627	1.93627	-0.04	0.13	0.11
Dutch Guilder	2.36367	2.36367	2.36367	-0.04	0.13	0.11
Belgian Franc	20.33637	20.33637	20.33637	-0.04	0.13	0.11
Portuguese Escudo	200.48241	200.48241	200.48241	-0.04	0.13	0.11
Irish Punt	7.87564	7.87564	7.87564	-0.04	0.13	0.11
Greek Drachma	340.750	340.750	340.750	-0.04	0.13	0.11

For central rates set by the European Commission. Differences are in decimal places. Percentages change are for the ECU, a positive change denotes a rise in the ECU. Differences show the actual change in the ECU, and the maximum permitted percentage difference of the currency's market rate from its ECU central rate. Adjustment calculated by Financial Times.

## £ IN NEW YORK

	Apr 4	Apr 4	Previous
1 month	1.7050	1.7050	1.7050
3 months	1.7050	1.7050	1.7050
6 months	1.7050	1.7050	1.7050
12 months	1.7050	1.7050	1.7050

## STERLING INDEX

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

## CURRENCY MOVEMENTS

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

## CURRENCY RATES

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

## OTHER CURRENCIES

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

## FINANCIAL FUTURES AND OPTIONS

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
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	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
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100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
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100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
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100 = 1984	92.7	92.7	92.7
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	Apr 4	Apr 4	Previous
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100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
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100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
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100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7

## MONEY MARKET FUNDS

## Money Market Trust Funds

	Apr 4	Apr 4	Previous
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
100 = 1984	92.7	92.7	92.7
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	Apr
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## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

هكذا من الأهل



WORLD STOCK MARKETS

JAPAN			FRANCE (continued)			GERMANY (continued)			NETHERLANDS			SWEDEN (continued)		
Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low
Asahi	1,350	1,340	Alcatel	1,350	1,340	Alcatel	1,350	1,340	Alcatel	1,350	1,340	Alcatel	1,350	1,340
...	...	...	...	...	...	...	...	...	...	...	...	...	...	...

CANADA			MONTREAL		
Stock	High	Low	Stock	High	Low
Alcan	1,350	1,340	Alcan	1,350	1,340
...	...	...	...	...	...

NEW YORK			INDICES		
Stock	High	Low	Index	High	Low
Dow Jones	2,950.75	2,945.00	Dow Jones	2,950.75	2,945.00
...	...	...	...	...	...

NEW YORK ACTIVE STOCKS			TRADING ACTIVITY		
Stock	High	Low	Volume	High	Low
IBM	1,350	1,340	IBM	1,350	1,340
...	...	...	...	...	...

CANADA			TORONTO		
Stock	High	Low	Stock	High	Low
Alcan	1,350	1,340	Alcan	1,350	1,340
...	...	...	...	...	...

TOKYO - Most Active Stocks		
Stock	High	Low
Asahi	1,350	1,340
...	...	...

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## AMERICA

## Dow registers gains on interest rate hopes

## Wall Street

A higher-than-expected weekly jobs claims figure raised hopes that the Federal Reserve might cut interest rates again, which helped share prices to post modest gains in heavy trading yesterday morning, writes Patrick Harverson in New York.

At 1 pm the Dow Jones Industrial Average was up 12.87 at 2,939.60, which represented a 20-point recovery from early weakness. The more broadly based Standard & Poor's 500 was also firmer, up 1.83 at 380.77, while the Nasdaq composite of over-the-counter issues was again the best performing index, climbing 3.28 to 495.35.

Turnover on the New York SE was heavy for a second day running, with 11m shares changing hands by 12.30 pm.

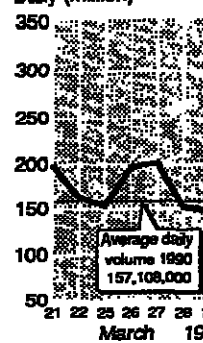
Advancing issues were running ahead of declining issues at a rate of 894 to 609.

The spark for the gains was the regular weekly report of the number of people claiming state unemployment insurance. Although this indicator is normally not widely watched, yesterday's 33,000 jump in jobless claims was far bigger than expected, and suggested that the March employment data, due today, could be bleak. This could press the Fed into cutting interest rates.

Among individual stocks IBM led the Dow higher with a rise of \$1 to \$114.44 on turnover of 1.2m shares. IBM has been something of a laggard recently - even on Tuesday when the Dow jumped 63 points - and yesterday's advance could herald a recovery in the market's bellwether stock.

## NYSE volume

Daily (million)



Polaroid slipped \$1 to \$23.75 in bright trading after the company said late on Wednesday that its first quarter profit would be in the range of 10 cents to 20 cents a share, well down on the 43 cents a share earned a year ago.

Another company to issue a profits warning was Graco, the engineering equipment manufacturer. The group's stock plummeted \$4 to \$25 after Graco said first quarter profit would fall below the 35 cents a share reported in the same quarter of 1990.

The banking sector, which was one of the best performers of the first quarter, was well bought again. Chemical Bank, the subject of a broker's buy recommendation this week, climbed \$4 to \$19.75. J.P. Morgan rose \$4 to \$48.75. Manufacturers United climbed \$4 to \$24.75. Citicorp added \$4 to \$15.75. The one exception was BankAmerica, the west coast group, which eased \$4 to \$37.75.

On the over-the-counter market Apple rose \$1.75 to \$17.75, while the stock of new divisions for research

and development and world-wide product marketing. Synergon fell \$1 to \$36.75 after Merrill Lynch, the broker, cut its rating on the stock.

## Canada

TORONTO STOCKS resumed their upward course at midday yesterday after falling in mid-morning trading. The market followed Wall Street higher.

The composite index gained 10.7 to 3,527.1. Advances led declines by 217 to 216 on volume of 18.1m shares.

Newbridge Networks, which jumped \$8 the previous day, gained another \$3 to \$39.75. The company said on Wednesday that it knew of no reason for the recent advance in its share price. Laidlaw B shares, which have suffered recently from negative news, rose \$5 to \$15.75.

## EUROPE

## Profit-taking opportunity brings out equity sellers

THE OVERNIGHT fall in blue chips on Wall Street, and the decision of the Bundesbank to hold interest rates yesterday gave investors a chance to take profits. Corporate news produced sharp movements by some individual stocks, notably in Paris and Brussels, writes Our Markets Staff.

PARIS suffered its first decline in 10 sessions, the CAC 40 index slipping 15.98 to 1,836.21. Turnover was FF2.62bn by the official close, after Wednesday's FF3.5bn.

The spotlight was trained on Alcatel, the electrical engineering and telecommunications group, and its Générale Occidentale (GO) subsidiary, following Wednesday's news that Alcatel was offering shareholders four of its own shares for three in GO.

Arbitrage between the two stocks by professional and some part selling by retailers left Alcatel FF2.01 or 3.4 per cent lower at FF600 on heavy trading of 745,970 shares. GO, which was suspended on Tuesday, jumped FF111 or 16.2 per cent to FF796 on 342,550 shares. The other two units in which Alcatel is buying in minority holdings also rose sharply, but in light volume. Saft added FF1.88 to FF1.337 and Locatel FF1.8 to FF1.98.

Other big movers included Peugeot, which added FF1.5 or 2.6 per cent to FF371 on 199,925 shares, following the news of disappointing French car registration figures for March.

FRANKFURT eased, the FAZ index coming back 2.00 to 586.57 at mid-session and the DAX closing 5.53 lower at 1,671.97 as volume fell from DM7.8m to DM6.5m.

Mr Heinz Rauland, equity strategist at Bank Julius Baer in Frankfurt, said that on Wednesday the market had broken up through its 200-day moving average, and that a technical reaction was due.

BMW fell DM7 to DM53 on profit-taking. Its 1990 results were regarded as good value. Thyssen, whose flat steel is a

FT-SE Eurotrack 100 - Apr 4							
Hourly changes							
Open	10 am	11 am	Noon	1 pm	2 pm	3 pm	Close
1120.12	1118.15	1114.27	1112.63	1114.16	1112.85	1112.90	1114.08
Day's High 1120.25				Day's Low 1111.40			
Apr 3	Apr 2	Mar 28	Mar 27	Mar 26			
1116.86	1100.61	1088.14	1090.17	1076.79			

US dollar-denominated product, rose DM3 to DM223.50 during market hours, and another DM3 in the London post-bourse. Mr Rauland noted that the US economy was expected to recover along with the dollar, and that Thyssen was the only German steelmaker with a substantial proportion of its sales in the US.

Siemens fell DM6.50 to DM587. UBS Phillips & Drew has issued a sell recommendation, saying that the Siemens/Nixdorf computer merger had

higher volume. Interest in the insurance sector extended to Ras, L580 higher at L20,450, and Fondaria, L1,000 better at L45,450. Italian insurance stocks have been getting friendly domestic support and Mr van Holthe said that the sector was up 22.5 per cent this year, against a 16.4 per cent rise in the market.

BRUSSELS watched Accor-Union Miniere, the non-ferrous metals group, fall Bfr165 or 5.8 per cent to Bfr3,685 after Wednesday's news of a steep fall in 1990 profits. The Belfo index eased 3.72 to 1,195.53.

AMSTERDAM finished lower as profit-taking continued on early gains. The CBS Tendency index ended 0.6 down at 97.6, after a morning high of 99.2. Pakhoed, the transport and storage company, rose to F159.20 before closing at F156.40, down F1.70 after reporting a rise in 1990 profits in line with expectations.

KLM rose 80 cents to F127.50 on the recently firm dollar, lower oil prices, and comments by the airline's chairman about the profits outlook.

MADRID continued to fall on profit-taking. The general index lost 4.1 or 1.4 per cent to 282.08. Investors were cautious after a small rise in the central bank's overnight money rate.

ZURICH ended mixed in reduced volume, although insurers and banks attracted good demand on slightly easier money market rates. The Credit Suisse index rose 1.3 to 558.2. Union Bank bearers gained Sfr40 to Sfr3,630, and among insurers, Winterthur added Sfr50 and Sfr60 to Sfr4,170 and Sfr4,670 respectively.

STOCKHOLM reversed early losses to close with the Affarvarden General index 2.80 higher at 1,114.80 in a market characterised by a lack of sell. Turnover fell from SKr464m to SKr317.5m.

## Bombay shrugs off political uncertainty

## R.C. Murthy reports on the reaction to recent events

THE INDIAN stock markets seem to have taken the current political uncertainty and balance of payments problems in their stride.

The collapse of the Chandra Shekhar administration early last month and the announcement of elections, set for May, were expected to produce a plunge in share prices. Instead they moved in a narrow range, easing 4 per cent last month. There has even been a minor rally this week, with the 30-share index of the Bombay Stock Exchange, which sets the pace for other Indian markets, rising 2.3 per cent on Monday to 1,193.61 and closing at 1,197.12 yesterday.

The interim budget presented on February 28 was a damp squib, and did not contain any tax proposals, which normally provoke a reaction among traders. The BSE fell 52 points in March to 1,188, in the same month last year, the index jumped by 100 points or 14 per cent to 781, reflecting the high level of activity after the Indian budget.

Analysts say that the markets should be prepared for greater uncertainty in the near future. The pessimists fear a recession. A hung parliament after next month's polls would lead to a less stable government, which would make it difficult to tackle the weaknesses in the economy.

The optimists see these problems as transitory. They emphasise that the recent official forecast for good monsoon rains in the third quarter and corporate results for the year to December augur well for the markets. Hindustan Lever, a Unilever subsidiary, Colgate and Reckitt & Colman have raised their dividends and proposed scrip issues.

A clear trend is expected to emerge by mid-May, when the voters' preferences are known.

## SOUTH AFRICA

SHARES in Johannesburg built upon the previous day's rally yesterday, but trading was cautious. The all-gold index edged up 4 to 1,043 and the industrial index rose 16 to 4,400, after a rise of 3.12. The leading industrial stock, Barlows, rose 25 cents to R40.35.

## ASIA PACIFIC

## Cautious investors push Nikkei lower

## Tokyo

A MODERATE decline for the 225-share Nikkei average was registered yesterday as cautious investors took their cue from the overnight retreat on Wall Street and engaged in profit-taking. The index was down 38.25 at 25,738.51, ending the day's high of 26,732.83 and a low of 26,008.44, writes Emiko Terazono in Tokyo.

Volume decreased to 480m shares from 650m. Mr Shin Tokoi at County NatWest said a personnel reshuffle at the beginning of the business year had affected stock market activity. The overall picture was mixed, with advances narrowly leading declines by 497 to 471, and 187 issues ending unchanged. The Topix index of all first section stocks eased a slight 0.08 to 2,007.43, and in London the Nikkei 50 index was 0.60 off at 1,522.25.

Some traders had expected a sharper decline. Mr Peter Johnson at Baring Securities said that after Wednesday's 528-point Nikkei rise, yesterday's minor consolidation indicated

confidence. Attention moved away from interest rate-sensitive stocks as market participants waited for the outcome of the central bank's branch managers' meeting, which ended yesterday. Tokyo Electric Power declined Y50 to Y3,960.

Nissan Motor dropped Y24 to Y776 on large lot selling triggered by prospects of a substantial fall in earnings and reports that an affiliated components maker had suffered heavy losses owing to its stock investments. Other carnivals were modestly firmer.

Shiseido, the cosmetics group, climbed Y30 to Y2,050 on news that the company had developed a drug which enhances brain activity, for geriatric diseases. Daiichi Pharmaceutical, which had previously risen on reports that it had developed a drug for senile dementia, slipped Y10 to Y2,520 on profit-taking.

Stainless steel-related issues were firm. Nishin Steel gained Y14 to Y749 in active trading. The company expects brisk earnings for the current year to March 1992. Some traders

were seen supporting the stock ahead of an imminent warrant bond launch. Nippon Yaki Kogyo rose Y49 to Y1,010. Strong recommendations by the big four brokerages have prompted investor buying.

In Osaka, the OSE average moved up 239.05 to 29,882.75 on volume of 48.4m shares. The Hansa, a textile machine manufacturer which rose recently on speculation that the company would receive large orders from the Soviet Union, lost Y10 to Y1,490 on profit-taking.

## Roundup

SOME PACIFIC Basin markets seemed to be making a gentle, if delayed, response yesterday to Tuesday's gains in Japan and the US.

NEW ZEALAND advanced on light foreign buying, encouraged by favourable currency movements. The Barclays index closed 10.25 ahead at 1,562.72 for a gain of 12.5 per cent on the year so far. Turnover was NZ\$10.6m (NZ\$10.1m).

MANILA was led higher by San Miguel, the brewer, food

manufacturer and diversified market leader, which put on 5 paces to 52 pesos on stock dividend talk. The composite index ended 21.89 or 2 per cent stronger at 1,128.87.

HONG KONG retreated a little. The Hang Seng index slipped 20.55 to 3,849.15 ahead of the three-day local holiday weekend, following a rise of nearly 5 per cent over the preceding three sessions.

Turnover dipped from HK\$2.25bn to HK\$2.11bn. Utilities and property shares led the way down, Cheung Kong leading HK\$1 to HK\$18.30. This followed news late on Wednesday suggesting that Li Ka-shing, its chairman, had sold covered warrants on 110m shares in the property group.

The instruments, sold at HK\$5, gave holders the right to buy Cheung Kong shares within two years at HK\$18.30.

BANGKOK'S SET index climbed 12.11 to 868.49 on turnover of 3.68m baht. JAKARTA edged higher as volume doubled on foreign buying interest. The index firmed 1.58 to 406.12 on 4.6m shares.

SINGAPORE rose but trading remained light. The Straits Times Industrial index added 10.70 to 1,498.71 as turnover eased to S\$122m from S\$142m.

## FT-ACTUARIES WORLD INDICES QUARTERLY VALUATION

The market capitalisation of the national and regional markets of the FT-Actuaries World Indices as at MARCH 29, 1991 are expressed below in millions of US dollars and as a percentage of the World Index. Similar figures are provided for the preceding quarter. The percentage change for each Dollar Index value since the end of the calendar year is also provided.

NATIONAL AND REGIONAL MARKETS	Market capitalisation as at MARCH 29, 1991 (\$m)	% of World Index	Market capitalisation as at DECEMBER 31, 1990 (\$m)	% of World Index	% change in \$ index since DECEMBER 31, 1990
Australia (75)	91768.7	1.35	78293.5	1.28	+14.16
Austria (18)	10833.0	0.16	10687.2	0.17	+0.51
Belgium (60)	48374.6	0.70	44294.4	0.70	+9.10
Canada (116)	144072.3	2.12	138750.8	2.24	+5.38
Denmark (32)	24821.1	0.37	24470.9	0.38	+2.31
Finland (21)	2462.2	0.04	2265.5	0.04	+14.32
France (113)	213462.5	3.13	195892.2	3.10	+8.79
Germany (88)	246309.3	3.82	228890.7	4.19	-5.21
Hong Kong (48)	68930.3	1.01	54558.7	0.88	+24.77
Ireland (16)	9126.2	0.13	8168.5	0.13	+8.67
Italy (91)	97828.8	1.44	89847.5	1.41	+9.66
Japan (453)	2213788.7	32.51	2027841.6	32.67	+9.04
Malaysia (34)	8167.2	0.12	7371.1	0.12	+10.34
Mexico (12)	15481.1	0.23	14281.2	0.23	+8.36
Netherlands (40)	104282.2	1.58	101466.4	1.61	+2.27
New Zealand (15)	8810.3	0.10	8513.5	0.10	+4.27
Norway (30)	7760.3	0.11	7754.0	0.11	+0.05
Singapore (25)	18574.5	0.28	18275.2	0.28	+1.64
South Africa (60)	57707.5	0.85	53178.1	0.86	+8.27
Spain (41)	73183.4	1.07	68225.5	1.03	+14.15
Sweden (27)	27199.2	0.40	23188.1	0.37	+17.23
Switzerland (65)	92227.0	1.37	89847.5	1.41	+5.01
United Kingdom (285)	41990.2	0.62	37075.8	0.58	+10.99
USA (525)	483943.9	7.24	2186562.8	35.23	+14.05
Europe (938)	1701738.0	24.99	1629091.9	26.25	+3.27
Nordic (110)	62222.8	0.92	57758.4	0.93	+7.83
Pacific Basin (600)	2405935.8	35.24	2187833.6	35.29	+9.70
Pacific (128)	101073.6	1.50	98164.4	1.51	+0.84
North America (641)	2628016.2	38.60	2325313.3	37.46	+13.54
Europe Ex. UK (443)	959747.9	14.10	921502.1	14.85	+2.26
Pacific Ex. Japan (127)	192148.9	0.28	18275.2	0.28	+1.64
World Ex. US (1778)	4324894.5	63.52	4022356.4	64.77	+7.88
World Ex. UK (2006)	6088848.2	88.10	5495229.4	86.50	+10.09
World Ex. So. Am. (2241)	6751130.8	99.15	6153983.1	97.14	+8.47
World Ex. Japan (1944)	4580551.7	67.48	4179017.8	67.23	+9.68
The World Index (2301)	6808838.3	100.00	6206892.2	100.00	+9.47

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## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY APRIL 3 1991								TUESDAY APRIL 2 1991								DOLLAR INDEX	
Figures in parentheses show number of lines of stock	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1991 High	1991 Low	Year ago (approx)		
Australia (74)	136.86	+2.1	113.92	118.78	118.40	116.88	+1.8	5.81	134.04	119.40	117.35	117.11	115.00	112.74	136.56	134.04		
Austria (18)	202.11	+2.8	188.25	176.42	174.05	175.40	+1.8	1.50	198.59	164.85	172.11	171.78	172.87	222.27	187.00	198.86		
Belgium (60)	141.58	+1.1	117.88	122.86	122.48	120.28	+0.4	4.89	140.04	117.43	122.58	122.55	119.84	181.20	121.73	146.52		
Canada (116)	136.15	+0.0	115.01	119.90	119.51	115.55	+0.0	3.42	138.09	115.80	120.68	120.64	115.59	141.10	126.49	140.78		
Denmark (31)	248.02	+2.5	208.48	215.28	214.57	215.98	+1.4	1.54	242.09	203.01	211.95	211.51	213.03	270.56	217.74	248.58		
Finland (21)	128.43	+2.6	100.25	104.52	104.19	99.57	+1.5	2.44	117.35	98.41	102.75	102.58	98.18	125.15	96.61	122.70		
France (113)	143.28	+2.1	119.28	124.33	123.85	128.90	+1.2	3.38	140.31	117.66	122.83	122.57	125.28	125.26	121.85	159.22		
Germany (88)	112.09	+3.0	83.30	87.29	86.96	86.96	+2.0	2.31	103.78	91.22	95.26	95.04	95.04	123.35	102.43	138.48		
Hong Kong (48)	188.75	+1.3	130.48	135.04	135.61	136.90	+2.0	4.36	193.77	128.34	134.82	134.35	133.94	195.75	119.82	222.62		
Ireland (16)	188.62	+2.9	141.23	147.45	146.77	148.45	+2.0	3.08	185.15	144.72	144.42	144.42	145.30	182.10	122.86	176.89		
Italy (91)	81.73	+2.8	68.04	70.93	70.70	76.90	+1.4	3.37	78.88	66.81	69.75	69.61	74.83	88.23	72.05	87.72		
Japan (452)	142.38	+2.8	118.63	123.58	123.20	123.58	+1.7	0.89	136.78	116.38	121.50	121.27	121.50	144.97	118.36	127.11		
Malaysia (33)	228.99	+0.9	198.80	207.35	206.89	202.73	+0.7	2.98	226.73	195.11	207.24	206.82	206.85	247.78	218.77	219.77		
Mexico (12)	83.	+0.1	78.95	81.73	81.52	82.73	+0.2	0.54	82.73	78.95	81.73	81.52	82.73	100.00	78.95	83.70		
Netherlands (40)	142.66	+2.2	118.67	123.73	123.33	122.00	+1.2	4.23	139.52	117.00	122.15	121.90	120.62	145.73	125.70	139.46		
New Zealand (14)	46.19	+0.9	38.45	40.00	39.98	41.37	+0.3	8.26	45.78	38.39	40.08	40.00	41.24	52.31	41.18	61.85		
Norway (30)	202.25	+1.8	181.38	175.54	174.94	175.51	+1.7	1.76	198.62	166.59	173.89	173.54	178.85	205.18	168.88	255.48		
Portugal (10)	198.15	+1.6	161.65	168.54	168.07	171.98	+2.2	2.50	195.90	165.41	168.54	168.07	171.98	204.12	144.60	175.89		
South Africa (30)	200.24	+0.8	169.69	176.78	176.23	144.22	+1.8	3.98	198.60	169.54	173.87	173.51	144.84	208.54	171.63	181.82		
Spain (41)	184.18	+0.8	136.88	142.60	142.04	128.80	+0.0	4.41	182.93	139.82	142.84	142.85	128.80	171.12	131.51	135.65		
Sweden (27)	184.18	+2.8	161.65	168.54	168.07	171.98	+2.2	2.50	195.90	165.41	168.54	168.07	171.98	204.12	144.60	175.89		
Switzerland (32)	96.78	+2.2	80.57	84.00	83.74	84.84	+1.2	2.44	94.73	79.44	82.94	82.78	83.51	100.00	82.17	90.00		
United Kingdom (285)	160.66	+2.0	150.39	156.78	156.28	150.39	+1.3	4.72	177.48	142.83	155.05	154.73	148.83	187.44	155.27	148.66		
USA (525)	133.74	+0.1	127.96	133.45	133.00	130.74	-0.1	3.19	153.63	128.00	134.66	134.41	133.83	153.83	126.95	137.94		
Australia (937)	144.61	+2.2	120.98	126.51	126.11	126.05	+1.3	3.83	141.55	118.70	128.92	128.67	121.45	161.82	125.50	139.88		
Norvic (105)	187.84	+2.5	156.37	160.03	162.51	129.05	+1.7	2.02	183.21	133.63	160.99	160.07	156.87	200.81	155.55	185.16		
Pacific Basin (846)	142.23	+2.6	116.40	124.45	123.85	123.98	+1.7	1.30	136.69	116.20	121.43	121.18	121.89	145.92	117.26	127.30		
Europe (511)	152.69	+2.1	121.17	126.58	126.17	125.98	+1.3	3.38	148.84	121.17	126.58	126.17	125.98	152.69	121.17	126.58		
Europe Asia (641)	152.69	+0.1	127.11	132.85	132.12	117.01	-0.1	3.20	152.76	128.11	131.73	133.50	129.16	152.76	125.81	136.01		
Europe Ex. UK (642)	129.81	+2.3	102.24	108.61	108.27	107.14	+1.3	3.14	120.06	100.88	105.13	104.92	102.34	129.80	106.85	123.65		
Pacific Ex. Japan (194)	139.49	+2.0	116.12	121.06	120.69	124.32	+1.8	4.96	136.77	114.69	119.78	119.50	122.34	139.49	114.10	235.35		
World Ex. US (1771)	144.53	+2.3	116.40	124.45	123.85	123.98	+1.7	1.30	136.69	116.20	121.43	121.18	121.89	145.92	117.26	127.30		
World Ex. UK (2288)	144.53	+2.3	116.40	124.45	123.85	123.98	+1.7	1.30	136.69	116.20	121.43	121.18	121.89	145.92	117.26	127.30		
World Ex. Japan (1894)	140.07	+1.4	121.50	126.79	126.38	133.97	+0.9	2.32	144.00	120.75	126.06	125.82	132.75	147.10	122.92	133.78		
World Ex. Japan (1894)	140.04	+0.9	124.81	130.14	129.73	135.93	+0.5	3.51	148.84	124.84	130.14	129.85	138.77	151.89	126.69	139.03		
The World Index (2298)	146.40	+1.4	121.87	127.07	126.66	134.04	+0.8	2.56	144.33	121.03	126.56	126.11	126.81	147.40	123.26	134.03		



# Opportunity Sellers

12pm	3pm	Close
1112.65	1112.50	1114.00
1090.17	1090.17	1076.79

er volume interest in the  
races sector extended to  
1,580, higher at 1,20,450.  
Fountain, 11,000 better at  
450. Italian insurance  
400 have been getting  
domestic support and  
an Holthe said that the  
it was up 22.5 per cent this  
against a 16.4 per cent  
in the market.  
USSELS watched Aco-  
n Minkre, the non-ferrous  
is group, fall RFR165 or 5A  
cent to RFR3,665 after  
Friday's news of a steep  
1990 profits. The Bels  
ended 3.72 to 1,185.9.  
USSELS finished lower  
Friday ending with a steep  
The CBS tendency  
ended 0.6 down at 97.6  
a morning high of 98.2  
ced, the transport and  
co company, rose to  
1.20 before closing at  
down F11.70, after  
ing a rise in 1990 profits  
a with expectations.  
a rose 80 cents to F127.00  
is recently firm dollar,  
oil prices, and comments  
airline's chairman about  
offs outlook.  
DRD continued to fall on  
Friday. The general  
lost 4.1 or 1.4 per cent to  
Investors were cautious  
small rise in the central  
overnight money rate.  
UCH volume mixed in  
ed volume, although  
rs and banks attracted  
emand on slightly easer  
y market rates. The  
Sturor index rose 1.3 to  
Union bank, bearers  
SPFR to SPFR1630, and  
insurers. Winterthur  
turbid bearers added  
and SPFR to SPFR170  
24.60 respectively.  
VHOLAM reversed early  
to close with the Affin-  
n General index 2.60  
at 111.10 in a market  
sed by a lack of sell-  
turnover fell from  
to 110.17.

# ACT

achieve Little  
(Total JGB)  
ability  
be rolled into  
divertable  
be new JGB  
divert system.  
Jones  
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# IFE

## RECRUITMENT

### JOB: Researchers spell out conditions in which the task in hand becomes all-absorbing

#### The spiritual dimension of high performance

WHEN you're working, do you ever feel as though you are close to a powerful spiritual force that seems to lift you out of yourself?

If the Jobs column's experience is any guide, most readers will find that question disquieting. My own response was to say "Yes, it's called the Editor". But the lone job was only a pretext to dodge taking the question seriously, perhaps because the nearest thing to it I had met before was an item in a personality test, which inquired: "Do you ever feel your soul is coming out from your body?" It turned out that the test, although used in recruiting, was originally designed to detect incipient madness.

Spiritual forces fit uneasily into working life nowadays. Whatever our job, the general assumption is that we do it for some material gain - if not money, then power, fame or at least a comfortable old age. Indeed the hard school of life teaches that, after meeting anyone whose motivation cannot be traced to palpable gain, the wisest action is to check your wallet.

Even so, a goodly number of folk will privately admit feeling spiritual forces. For example, when the question I started with was put to 1,000 individuals in the United States two years ago, almost a third

said they had felt powerfully uplifted as though from outside in some part of their daily round. One in eight reported having such ecstasies repeatedly. Moreover, feelings of said type arose markedly more often at work than in leisure hours, especially when the job was complex and demanding.

I owe those facts to a book by Mihaly Csikszentmihalyi, Professor of Psychology at the University of Chicago, who, with associates, has spent the last decade studying thousands of people in all manner of occupations. The researchers' main method is to equip their human subjects with electronic pagers programmed to beep at random intervals eight times a day. At each beep the people under study fill in a form, detailing what they are currently doing, with whom, and how they feel about it.

The results lead the researchers to dispute the belief that people are spurred to effort primarily by the pursuit of material gain. Far from

being the only motivator, it is nowhere near the most productive either of good work or personal happiness.

For the studies show that humans are at their best in every sense when experiencing what the professor calls "flow". He describes it as "the state in which people are so involved in an activity that nothing else seems to matter; the experience itself is so enjoyable that people will do it even at great cost, for the sheer sake of doing it."

The most mind-boggling effect of same - to the heights-abhorring Jobs column, at any rate - is in impelling even otherwise sane-seeming people to climb rockfaces. Here is one of them rhapsodising about it:

"It's a Zen feeling, like meditation or concentration. One thing you're after is the one-pointedness of mind.... It's like an egoless thing in a way. Somehow the right thing is done without you ever thinking about it or doing anything at all.... It just happens. And yet you're more concentrated."

But, as I said earlier, the bulk of flow experiences are felt at work.

And while more common at higher levels of official responsibility, they are certainly not confined thereto.

The book cites the case of Joe, aged 60-plus and a humble welder in a Chicago factory. Nevertheless, managers and workmates alike thought him a priceless asset.

"The reason for his fame was simple: Joe had apparently mastered every phase of the plant's operation, and he was now able to take anyone's place if the necessity arose. Moreover, he could fix any broken-down piece of machinery, ranging from huge mechanical cranes to tiny electronic monitors. But what astounded people most was that Joe not only could perform these tasks, but actually enjoyed it when he was called upon to do them."

Readers who are lucky will no doubt have encountered the odd Joe during their labours. They may even have been lucky enough to have personally felt the same sort of enjoyment in things they were doing, however officially trivial. Wherever it occurs, the professor finds, it is characterised by at least some of the following conditions.

- 1 The task is one we are capable of completing.
- 2 We are able to concentrate entirely on the work in hand.
- 3 It has goals which are clear, although not necessarily defined in detail.
- 4 It provides immediate feedback.
- 5 It gives us a feeling of deep but effortless involvement that removes from consciousness the worries and frustrations of everyday life.
- 6 It allows us full control over our actions.
- 7 While we're actually doing it our sense of self disappears, only to return with added strength when the task is finished.
- 8 It transforms our awareness of time, so that hours seemingly pass in minutes or minutes stretch out like hours.

Besides listing the symptoms of the flow experience, the professor thinks he knows its cause. Far from being motivated by things imposed from outside, such as extra pay or the sack, our drive is totally internal - the creative delight of personal growth achieved by gaining more complex abilities.

At such times, he says, we are fully in charge of our awareness. "Since what we experience is reality, as far as we are concerned, we can transform reality...."

Whereupon he proceeds not only to give hints on how to achieve consciousness-control, but to offer the concept of flow as a foundation for a universal ethical philosophy. All of which, although interesting, seems over-ambitious for the Jobs column's purposes.

My sole concern is the extent to which the flow notion affords an improved understanding of how people come to work at their best - a question on which I'd be very grateful for readers' reflections. As far as my experience goes, there are certainly occasions when I become totally absorbed by what I am doing, and they seem to be characterised by most if not all of the professor's eight symptoms.

Even so, I have some misgivings about the theory. One is its claim that such occasions are enjoyable. Without doubt, they give great satisfaction. But that is not the same thing as enjoyment. For instance, not only for me but for

colleagues equally content with their lot, writing is such a stressful process that we shy away from tackling until looming deadlines make it utterly unavoidable.

Moreover, while the end of the agony often leaves one deeply satisfied, not to say smug, I doubt that the glow arises from anything so dignified as personal growth gained by acquiring more complex abilities. A more likely cause is sheer relief that the taxing thing one was doing is now over.

That certainly seems to apply even to rock-climbing. Although too scared to try myself, I once asked a famous practitioner why he did it. He replied that being actually out on the rockface was secondary to the main purpose, which was to sit in a bar afterwards reading the guide book's description of the day's climb.

"The book'll say something like: 'From this point, there follows an exhilarating traverse', he explained. 'And you remember hanging to it by your finger nails, promising the God you usually don't acknowledge that if he'll just save you this time, you'll not only never climb but never sin again.'"

"Then you have another pint, and plan your next ascent."

Michael Dixon

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## BUSINESS ANALYST

Redland PLC is a major supplier of building products and services to the construction industry in 30 countries worldwide.

Redland wishes to recruit a business analyst at its headquarters based in Reigate, Surrey. Reporting to the Director of Corporate Planning you will join our small high calibre team in playing a key role in carrying out analysis of companies and markets and financial evaluations relevant to Redland's worldwide businesses. Its members work with top management at both Group and Divisional levels and promotion is based strictly on merit.

A graduate, in your mid-20's, with fluent German you will have excellent numerical, analytical and communication skills. Other European languages and experience in either the City or a Corporate environment are all highly advantageous.

The package includes a competitive salary, five weeks' holiday and other company benefits.

Please write with full career details including your current salary to Liz Ambrose, Personnel, Redland PLC, Redland House, Reigate, Surrey RH2 0SJ.

**Redland**

Construction materials worldwide

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Do you know how our life has changed since most career positions are not advertised. Our experts can help you find them and solve your job search problem. All unemployed clients are automatically registered for consultancy or interim management assignments. All Top UK companies use our recruitment services. In Special services for EX-PATS. Call your nearest office for a meeting without cost.

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*Connought - Maitland*

### A MAJOR CAREER DECISION

But also an exceptional opportunity if you sincerely wish to achieve financial independence within the next 12-18 months. You may already be successful in business but this is not a prerequisite. You will have a down to earth and realistic approach to life, be an excellent communicator, with an open mind and above all possess a willingness to learn and then teach and train others. You will also realise that to achieve a substantial income will require commitment, effort and skill. We provide an infrastructure of training and support to underpin your personal attributes and we very much look forward to hearing from you.

Please call Brian W. Sayer on: 0243-584182 (24hrs)

Michl Basil 071-233 2688

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### MANAGER OF TRADE FINANCE AND FINANCIAL OPERATIONS

LONDON c.£35,000 + CAR + BONUS

This is the International Trading division of a major organisation with a group turnover in excess of £400 M. The main business of the division is the distribution of steel and raw materials. The division is proud of the quality and commitment of its staff and the successful candidate must be able to fit into a rapidly growing and entrepreneurial environment.

Reporting to the Finance Director, the role is one of key importance and one that can offer the chance to make a significant impact within a developing structure. Major elements of the role will be:

- Developing the group treasury function for the International Division, ensuring the closest links are forged with individuals and Group companies both in the UK and overseas.

- Manage the small treasury team with particular reference to foreign exchange exposure, creative financial innovations to support trade, banking liaison, risk limitation and provision of corporate finance data.

The successful candidate is likely to be a graduate qualified accountant or banker aged 28-40 with several years experience in the field of financial management. The candidate may currently be involved in trade finance in a banking, export company. In addition to a strong technical background, and systems approach to financial management, candidates will also possess an excellent business flair, and will relish the opportunity of becoming an influential member of an international team.

Please reply in confidence with full curriculum vitae to:

Mrs R. Coddwell  
Stemcor Ltd  
Walker House  
87 Queen Victoria Street  
London EC4V 4AL

### TAX FREE - KENYA

40K Finance Manager  
20K Project Administrator  
Interesting and varied work.  
Good expat. Package.

Fin. Mgr - ideally a qualified Accountant / MBA (UK/Overseas) with good track record.

Proj Adm. - mature graduate.

Apply in confidence enclosing CV and copies of certificates to Box H8373, Financial Times, One Southwark Bridge, London SE1 9HL.

### APPOINTMENTS WANTED

Do you need a part-time Accountant/  
Financial Controller?

Graduate ACA aged 36 available for up to 2 weeks per month (also experienced in raising venture capital)

Contact: Philip Hodgson,  
26 Elliott Road, London W4 1PE.  
Tel: 081-995 1142



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## Director of Finance

The Wildfowl & Wetlands Trust was founded by Sir Peter Scott to meet the four aims of Conservation, Education, Research and Recreation; it has continued to grow and now has nine Centres throughout the UK. The challenge today is to provide a stronger financial system in support of the network of Centres as they seek to expand their influence at regional level.

To play a key role in this challenge we are seeking an experienced professional accountant who will report to the Director General and be expected to:

- ensure production of annual accounts to legal requirements
- develop accounting practices and internal financial information systems
- advise the Director General on financial issues
- prepare and review short and long term financial policies
- manage a staff of 7-8

These duties based at Slimbridge will require management experience and ideally a working knowledge of the requirements of the Charity Commissioners.

The position will be on WWT Scale x (18,215 - £27,325) with a starting salary unlikely to exceed £22,500.

If you are qualified and keen to become part of a committed management team, and can relate to the Trust's conservation goals, please apply in writing enclosing current CV and two referees to Dr Brian Bertram, The Wildfowl & Wetlands Trust, Slimbridge, Gloucester, GL2 7BT, Tel: (0453) 890333, Fax: (0453) 890827, from whom a detailed Job Description is available.

Closing date for applications: 19th April 1991.

## A method that reveals what accounts obscure

By David Waller

INDUSTRY IS more short-term than the City, according to a poll of UK analysts, fund managers and senior company directors published last month.

The poll of 97 fund managers, 59 investment analysts, 32 chief executives of large quoted companies and 57 finance directors, conducted by MORI on behalf of Coopers & Lybrand Deloitte, found that industrialists are more preoccupied with accounting profits than City investors and analysts.

Three-quarters of the top managers questioned believe accounting profit to be the most important barometer of corporate performance. Only a third of City investors and analysts share this view.

According to the poll, the City would like managers to pay more attention to long-term measures of corporate performance which reflect the cash flows generated by the business over a period of years.

Coopers recommends that company directors embrace something called "Shareholder Value Analysis", a technique developed in US business schools in the late 1970s and early 1980s which is now used by many large US corporations.

Using this technique, companies apply the discounted cash flow (DCF) methodology - commonly used for the appraisal of capital investment projects - to the management of the business as a whole.

DCF gives a net present value of future cash flows, taking account of both the amount of cash and its timing.

No doubt many directors will react

to the conclusions of this poll with cynicism. Where, after all, is there evidence that the City takes any interest in long-term performance?

Many agree with Mr Ian Hay Davidson, a former chairman of the Accounting Standards Committee (ASC) and now chairman of Credit Lyonnais Laing, who has argued that "The single most important figure affecting the analysts' view [of a company's investment appeal] - and hence the market's view - is forecast earnings per share."

Academic analysis suggests that, on the contrary, share prices are driven by investors' considerations of the

**'The virtue of simplicity can also be a vice. EPS ignores the effects of many natural or contrived peculiarities of accounting'**

extent to which the company will be able to generate cash - and pay dividends - over the long term.

"Earnings per share is a simple calculation that answers many business questions quite well," according to three consultants from McKinsey & Co in a recent book on corporate valuations.

"But the virtue of simplicity can also be a vice. EPS ignores the effects of many natural or contrived peculiarities of accounting."

"It can therefore lead, or allow, managers to make choices that

destroy value in the long term, often without the short-term share price movements they hoped for."

Furthermore, empirical evidence collected by US researchers suggests that accounting changes which have no impact on the underlying business reality do not influence investors' decisions.

Of course many company directors believe otherwise. Witness the passions stirred by last year's debate on accounting for goodwill, when the ASC proposed a purely cosmetic accounting change which would have had the unfortunate effect of reducing reported earnings.

However, as the findings of the Coopers report suggest, the City is waking up to the limitations of reported profits.

An example of this is the popularity of Accounting for Growth - an exposition of accounting manipulation published in January this year by UBS Phillips & Drew which has acquired cult status in the City as fund managers puzzle over the collapse of a number of large companies in the past 18 months.

So what practical step should company directors take, now that the City has suddenly seen through the limitations of reported accounts?

"The DCF approach captures all the elements that affect the value of the company in a comprehensive yet straightforward manner," say the McKinsey consultants.

"It is based on the idea that an investment adds value if it generates a return on investment above the return that may be able to be earned on investments of similar risk."

Mr Gareth Stainer, Coopers' SVA expert, identifies six variables: operating profit margins; the rate of growth in sales; the tax rate; the incremental increase in fixed capital; the incremental increase in working capital; and the discount rate.

The first five variables define the cash flows. The discount rate determines how those cash flows are to be valued.

"In practice, not all cash is of equal value," Mr Stainer says. "Some has to be re-invested simply to replace the capital consumed in the course of the business."

"The process helps managers com-

**So what, for their part, should company directors do, now that the City has suddenly seen through the limitations of reported accounts?**

centrate on free cash flow, i.e. the cash thrown off after all the other requirements of the business have been satisfied. Only out of this cash can dividends be paid."

In practice, the conclusions reached by SVA may fly in the face of intuition. As the McKinsey consultants comment: "In some seemingly more profitable businesses, growth destroys value. In others, growth increases value even if it drives down the average return on capital."

As Mr Stainer says: "A 1 per cent increase in margins is often two to

three times more valuable to the company than a similar increase in sales growth."

Mr Stainer acknowledges that the exercise is in practice "subject to the vagaries associated with any future planning process".

Determining the discount rate - usually based on the company's cost of capital by reference to the cost of debt and of equity - is complicated and highly subjective.

Yet, Mr Stainer maintains, the very process of analysing a company's cash flows in this way is illuminating.

"It gives clarity, simplicity and focus to decision-making - it tells you what you should be concentrating on."

To some, SVA may appear to be another new-fangled and over-complicated technique, such as Activity Based Costing imported from business schools on the other side of the Atlantic.

It may, however, help liberate company directors from the tyranny of earnings per share.

\* *Shareholder Value Analysis Survey: available from Gareth Stainer, Coopers & Lybrand Deloitte, Plumtree Court London EC4A 4HT.*

\* *Quoted from the Way Forward, an article in Financial Reporting, published by SVA may fly in the face of intuition. As the McKinsey consultants comment: "In some seemingly more profitable businesses, growth destroys value. In others, growth increases value even if it drives down the average return on capital."*

\* *Valuation, Measuring and Managing the Value of Companies, by Tom Copeland, Tim Koller, Jack Murrin of McKinsey & Company, published by John Wiley & Sons.*

## ACCOUNTANCY APPOINTMENTS

### EUROPEAN AUDITOR

ITW Ltd., a subsidiary of ITW Inc., a multinational corporation is a world leader in the development and manufacture of industrial systems, consumables and engineered components.

Due to expansion, we seek an auditor who will report to and assist the European Group Auditor based in Windsor. Duties will include system, operational, financial, internal control review and acquisition studies. The company's ambition and growth plans will ensure long term career progression prospects.

Suitable candidates should be qualified accountants. Fluency in French is required together with a minimum of two years experience of French accounting procedures. As this is a high profile role dealing with senior international management, the candidate must possess excellent communication skills. The travel content is likely to be in the region of 50% and include assignments in the UK, France, Spain, Italy, as well as other European countries.

Remuneration will include an excellent salary plus benefits and a fully expensed car. Interested applicants should write, enclosing a full C.V. and details of their current remuneration package to:-

Mrs J.A. Walton,  
ITW Ltd.,  
St. Marks House, St. Marks Road,  
Windsor, Berkshire. SL4 3BD

ITW LTD

## Financial Manager

£40,000 - £50,000 + Bonus

London/Berkshire

A worldwide computer systems group with annual turnover approaching \$400 million and more than 1,000 employees is experiencing sustained growth, retaining its position as an acknowledged leader in this field. A significant contribution to that success comes from a well developed indirect sales channel across Europe and the Middle East.

Working with the Divisional Executive who manages the indirect sales network, the Financial Manager will provide high quality financial support to the activities of the Division. Free from periodic accounting, your challenge will be to ensure that financial elements of all third party agreements are appropriate. It is probable that the jobholder will spend a large amount of time on matters which are not strictly concerned with accounting. There will be significant client contact and strong negotiating skills will be essential.

To be considered for this challenging and important appointment you will be a fully qualified accountant with a demonstrable track record of achievement in a sales-driven environment.

Commercial awareness is mandatory, as are above average analytical skills. Experience of an international organisation would be distinctly advantageous.

In return for excellent achievement in contributing to the success of the third party channel, our client will offer a first class remuneration package and the opportunity to take your career forward in a European context.

Please send your curriculum vitae to Nicolas Mabin, Ernst & Young Corporate Resources, 21 Conduit Street, London W1R 9TB, quoting reference number NM316.

ERNST & YOUNG

## Group Finance Director Surrey

£45,000 + Bonus + Options + Car

Our client is a profitable, £20m t/o plc, engaged in the import and distribution of a variety of consumer and industrial products. Following its recent listing, the Group has a strategy of expansion and diversification, both organically and by acquisition.

The Finance Director will play a crucial role in the future development of the Group, being responsible to the Chief Executive for the entire financial structure of the business. In addition to the normal control and reporting responsibilities associated with an appointment at this level, the successful applicant will be expected to work closely with the Board towards the formulation and execution of sound commercial strategies, and to maintain a strong interface with

banks and professional advisers.

Candidates, aged 35-40, should be graduate chartered accountants with a demonstrable track record of achievement gained at senior level in an international environment. Proven expertise in the areas of stringent cost control and cash management, coupled with personal maturity, strong communication skills and clear commercial vision, are essential.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 2641, to Alan Dickinson FCMA, Executive Division, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.

MP

Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## FINANCE DIRECTOR DESIGNATE

An excellent opportunity has arisen in an exciting and fast moving environment for an experienced Finance Director.

### The Company

Wholesale food and wine importer and distributor to the food service industry. Based in Leeds with depots in Scotland and South East England. Looking to develop and expand.

### The Position

Total responsibility for all administrative and financial control of the group. Review and improve administration control and reporting systems to help improve profitability. Ad hoc projects. Analysis of business performance and financial planning. Report directly to Managing Director.

### Qualifications

Qualified accountant who is commercially orientated. Good communication and management skills. Ambitious with a 'hands-on' style and able to motivate. Experienced in computer based systems. Experience in the Distribution business preferable but not essential.

Please write, enclosing full CV to: Mrs D Thompson  
T & L (Fine Food & Wine) Limited  
Braithwaite Street, LEEDS LS11 9XE

## Norwich

to £38,000 + benefits

Our client is a profitable subsidiary of a decentralised, major public British engineering group. It is a market leader in the production and supply of capital goods and enjoys a worldwide reputation. A Finance Director is currently being sought who will play a major part in ensuring the future success of the company.

This challenging post reports to the Managing Director. In addition to complete responsibility for the efficient running of the finance function the role carries specific challenges, namely: the design and development of new standard costing operations; the implementation of a fully integrated computerised accounting and manufacturing system; profit generation from business activities and team building with colleagues and subordinates.

The successful applicant will be a qualified accountant, strong in manufacturing, costing and systems. He/she will also be an able communicator, a self-starter and possess general management qualities.

Future prospects within the group are excellent. The remuneration package will include a fully expensed motor car, substantial profit share potential and comprehensive pension arrangements. Relocation assistance is available where necessary.

Interested applicants should send, in complete confidence, a detailed curriculum vitae including current salary and daytime telephone number to Phillip Price ACA, quoting reference LMB35 at Touche Ross Executive Selection, Leda House, Station Road Cambridge, CB1 2RN. Telephone: (0223) 480222.

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MANAGEMENT  
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## HERTS

£40,000 + CAR

## Group Finance Director Designate

This independent £110m turnover Group with major interests in motor distribution and property, together with services and manufacturing industry investments, is looking to recruit a Group Finance Director as a result of a recent promotion.

A graduate and a qualified chartered accountant aged in his/her late 20's or 30's, who is either looking to move into industry from one of the major accountancy practices or already has proven relevant industry experience. A challenging opportunity to be part of a small executive team and become directly involved in improving group

financial discipline and development. As an individual you should be analytical, personable, an excellent communicator and self-motivated.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliott, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 43 Temple Row, Birmingham. B2 5JT, quoting reference JE203.

Coopers  
& Lybrand  
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## Finance Director

£50,000 + Car

Shepherd Neame Ltd is a long established and well respected family brewing and retail business. Turnover approaches £30m and the company owns some 300 pubs in the South East of England.

Following a period of substantial expansion, a Finance Director is required to head up the finance function with particular emphasis on the development of management information, budgeting and treasury management. In addition the individual will be expected to play a key role in financial decision making at board level.

In the 35-45 age range, candidates should be qualified accountants with line experience gained within a process or retail environment. Knowledge of the brewing industry would be ideal. The successful candidate will be a good staff manager,

have a hands-on attitude, persuasive personality, and the ability to operate effectively within a family run environment.

A relocation package is available if appropriate.

Please send career and personal details with current salary quoting Reference CA322 to Carrie Andrews, adviser to the company, at Ernst & Young Corporate Resources, 21 Conduit Street, London W1R 9TB.

**ERNST & YOUNG**

## MANAGEMENT ACCOUNTANT LONDON FUND MANAGERS

Package to £35,000 plus mortgage subsidy

My client is one of the UK's leading investment managers with an enviable record in recent years.

Promotion has created this opportunity for a young qualified accountant to take charge of a small team with day to day responsibility for financial management control and for producing regular management information. Initiative is encouraged as is the pursuit of career progression.

Applicants must be qualified accountants,

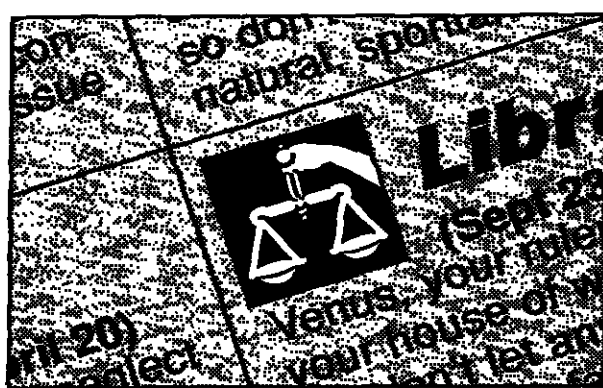
probably aged under 30, with experience of managing and developing a pro-active team outside of a professional accountancy firm. The remuneration package contains a substantial performance related bonus and a valuable mortgage subsidy.

If this opportunity is of interest please write, in confidence to:  
Douglas G Mizon FCA, FIMC,  
Arlingham House, St Albans, South Mimms,  
Herts EN6 3PH or fax your cv on 0707 49266.

**MIZON EXECUTIVE**



## BALANCING THE FUTURE



### Financial Controller

Hemel Hempstead

To £28,000 + Bonus + Car

With a turnover of £50 million, Mastercare provides a highly sophisticated nationwide service and support facility to the Dixons Stores Group. Operating through a multi-site network, standards are high and performance is measured against exacting targets. The company is entering a period of significant change with a newly established Board that is increasing the breadth of services and giving improved efficiency and profitability to the group.

Recent promotion has now created an opportunity for an individual to assume an unusually broad and influential role. Supported by a small team, and interacting with operational site management, your brief will be to:

- Translate sales data into realistic job volume forecasts which will form the basis for budgeting and short term planning.
- Ensure the timely production of statutory, management and cost centre accounts.
- Appraise and review capital expenditure proposals and monitor such expenditure.

Reporting to the Financial Director, this is a strategic role calling for initiative and strength of character as you will be responsible for introducing and implementing new financial systems and controls. The position represents an exceptional opportunity for an academically accomplished qualified accountant, ideally ACA, seeking to build upon circa 2 years' PQE. The role demands commercial flair and previous exposure to planning, probably gained from within a high-volume environment such as manufacturing, finance or a related service industry.

This highly visible position offers a rare opportunity to make a substantial impact in a major organisation and promises genuine prospects for further career advancement, both within the company and the Dixons group. The competitive salary is supported by a comprehensive benefits package that includes a company car, bonus, private health and pension scheme.

Written applications only should be sent to Mr John Francis, Personnel Director, Mastercare, Maylands Court, Maylands Avenue, Hemel Hempstead, Hertfordshire HP2 7DE. No agencies please.

## INVESTMENT ACCOUNTING MANAGER

M3/M4 Corridor

£40,000 + car + benefits

Growth has been rapid in recent years for this progressive and successful financial services group. With over £500m assets under management, a high quality and innovative range of products and a forward looking management team, our client continues nevertheless to set itself demanding targets. To meet these it places particular emphasis on the effective management of change.

The appointment of a manager to head up the investment accounting function reflects this. It is a key role requiring an innovative and proactive approach. Reporting to the Financial Controller, the successful candidate will manage a department of some 20 staff and will take responsibility for the administration and control of all the group's life, pension, unit trust and other investment funds. This will encompass fund pricing and accounting, regulatory compliance, and client and management reporting. Overlaying all this however will be the need to develop

people, systems and ideas along with a commitment to quality.

Candidates are likely to be qualified accountants of graduate calibre, in the 30-35 age range. Several years experience in a related investment environment is essential, as is a well developed knowledge of the regulatory framework and relevant financial instruments. For a forward-thinking individual with personal credibility, leadership skills and the ambition to progress, the role carries a competitive salary, attractive benefits package and real opportunities for career development.

Please reply in confidence, giving concise career, personal and salary details to Paul Carvoso, quoting Ref. L577.

Egor Executive Selection  
58 St. James's Street  
London SW1A 1LD (071-629 8070)

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SELECTION

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## FINANCE DIRECTOR (DESIGNATE)

Central Scotland to £45k + Bonus + Benefits + Share Options

Our client is in technology based products and systems. World sales substantially exceed £15m and there are plans for ambitious expansion.

The Managing Director seeks an exceptionally effective senior financial manager to re-vitalise the finance function. Prime tasks are to:

- contribute positively to the Board and Management Committee;
- develop management reports giving maximum understanding through minimum data;
- complete the installation of new accounting systems;
- ensure prompt financial/management reporting by business units; and
- minimise working capital employed and optimise cashflow.

The role demands strength of purpose, diplomacy, and the ability to influence opinion. Candidates earning less than £35k (or equivalent outside Scotland) are unlikely to be ready for this challenge. The ideal candidate:

- aged early to mid thirties and have 5 years manufacturing experience (JIT, TQM, OPT, ABC)
- must have managed systems change, and have a track record of meeting urgent deadlines
- fully qualified CA/ACA/ACMA together with a first class academic and professional background.

The company is committed to growth through acquisition and offers excellent career prospects. A highly attractive remuneration package will be offered to the right candidate.

A comprehensive CV including track record achievements, with one page summary, salary details, and daytime phone number, should be forwarded to Peter Siviter, Touche Ross Executive Selection, 39 St. Vincent Place, Glasgow G1 2QQ, quoting Ref 152. Closing date for applications is Friday 19th April.

Complete confidentiality is assured.

**Touche  
Ross**

MANAGEMENT  
CONSULTANTS

### The Top Opportunities Page

Appears in the Financial Times every Wednesday  
For further information please contact

Stephanie Spratt  
071-873 4027

Elizabeth Arthur  
071-873 3694

## FINANCIAL CONTROLLER

CENTRAL  
LONDON

£40,000 + CAR +  
PROFIT RELATED  
BONUS

We have been retained by a leading international public relations group to help them identify a key individual for their U.K. operation.

Reporting to the Financial Director, the Controller's main challenges will relate to the smooth running of a substantial department comprising of both qualified and unqualified staff, the production of monthly and annual accounts both for the U.S. and internal management purposes and the maintenance and improvement of accounting systems and financial controls. However, key responsibilities will also exist for profit maximisation, cash flow management and general support of the Financial Director's requirements. Familiarity with mainframe computers, accounting packages and p.c. systems will be important.

This position will prove attractive to a qualified accountant who has ideally worked in public relations, advertising or another service related environment and who has shown evidence of the ability to manage the day to day running of a sizeable accounting function.

The ability to provide a high level of motivation and guidance to staff and lead by example will be a prerequisite and it is unlikely that anyone below the age of 30 will have developed these characteristics.

The person who succeeds in this role will need an open style of management but must be capable of taking a tough stance and must be tenacious and meticulous. These qualities will certainly unlock further opportunities within the diverse group in the medium term once the goals pertaining to the role have been achieved.

In complete confidence please forward your curriculum vitae to Mark Madsen at Bond House, 19/20 Woodstock Street, London W1H 1HF.



RECRUITMENT CONSULTANTS  
BOND HOUSE, 19-20 WOODSTOCK ST, LONDON W1H 1HF Tel: 071-629 8863

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**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

**ROBERT HALF**  
Financial Recruitment Specialists

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

## INVITE YOU TO A FREE EVENING SEMINAR RECRUITING ACCOUNTANTS IN TODAY'S JOB MARKET A Practical Guide to Effective Recruitment

IN LONDON ON TUESDAY 30TH APRIL  
1991 AT THE SAVOY HOTEL,  
STRAND, LONDON WC2.  
7.00PM-9.00PM,  
REFRESHMENTS FROM 6.30PM

IN BRISTOL ON THURSDAY 2ND MAY  
1991 AT THE BRISTOL MOAT HOUSE  
HOTEL, VICTORIA STREET, BRISTOL.  
6.30PM - 8.30PM,  
REFRESHMENTS FROM 6.00PM

This seminar is designed specifically for finance managers who recruit once or twice a year and is aimed at eliminating costly recruitment errors. There is a logical, pragmatic way to enhance the chances of selecting the best person for any position.

If you have ever made a recruitment mistake consider the following points:

- Did you analyse the job properly to start with, and therefore attract appropriate candidates?
- Did you use your recruiting sources with due care: briefing contacts properly and eliminating inappropriate candidates?
- Did you fail during the interview to secure the relevant information on which to base a rational and intelligent decision?
- Did you check references? How?

The seminar covers the following points:

- ANALYSING THE JOB TO BE FILLED
- PREPARING THE JOB DESCRIPTION
- RECRUITMENT ADVERTISING
- EVALUATING THE CV

- THE INTERVIEW - PROBLEMS AND PITFALLS
- HOW TO ASSESS THE CANDIDATE
- REFERENCE CHECKING
- MAKING THE OFFER

Stephen Barraclough, Finance Executive, Marks & Spencer  
"Refreshingly clear overview that brings you back to the basics"

Carmel Ryan, Personnel Manager, Lyons Tetley  
"Very useful evening, even for Personnel"

Richard Piper, Director of Financial Services, Logica  
"Both entertaining and informative"

Ian Freeman, Financial Controller, Black & Decker "Very good, well expressed seminar which was definitely worth attending"

Jim Whitfield, Director of Financial Services British Steel plc "Time well spent, very useful refresher course. Excellent"

Peter Knight, Group Chief Accountant, Willis Corroon  
"Most impressed. I look forward to the next one"

If you wish to attend the Evening Seminar in London, please write to Rachelle Nelson at Robert Half, Freepost, Waller House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 071-836 3545.

If you wish to attend the Evening Seminar in Bristol, please write to Jackie Bressington at Robert Half, Freepost, 33 Wine Street, Bristol BS1 2QX. Telephone: 0272-252572.

2000/04/05



# Financial Controller

## International Trading Company

£30,000 + car + bonus potential

Central London

Key management role as chief financial officer within a UK based company with a highly entrepreneurial culture, strong track record and superb growth prospects.

### THE COMPANY

- ◆ £30 million importer of quality footwear. Long established and profitable.
- ◆ Subsidiaries throughout the world including Far East and South America. New overseas operations planned.
- ◆ Stable management team. Emphasis on devolved responsibility and management development.

### THE POSITION

- ◆ Lead established head office team with full responsibility for management and statutory accounting. Report directly to Chairman.
- ◆ Key budgetary and strategic planning role. Manage and develop computer systems.

- ◆ Liaise with external bodies and overseas operations. Ad-hoc investigation assignments for Chairman.

### QUALIFICATIONS

- ◆ Part or fully qualified accountant, aged 27-40, with a minimum of two years' commercial experience.
- ◆ First class interpersonal skills. Must liaise effectively with non financial managers within a highly delegated, informal environment.
- ◆ Enthusiastic man manager. Able to motivate and develop a young team. "Hands on" approach with a sense of humour.

Please write, enclosing full cv, Ref K1362  
54 Jeramyn Street, London, SW1Y 6LX  
071-493 6392

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# Finance Director

## Financial Services

£50,000 + Benefits

North West

A rare opportunity for a first class finance professional to achieve a major career success with a fast growing financial services operation of a high profile British group.

### THE COMPANY

- ◆ Highly regarded in its sector. Provides a broad range of financial and information services.
- ◆ Impressive record of growth and profitability. Ambitious plans for expansion.
- ◆ Diverse and expanding portfolio of products and services in vibrant and competitive sector.

### THE POSITION

- ◆ Member of senior management team with full responsibility for the financial strategy and management of the business.
- ◆ Implement disciplines of control throughout the business. Develop management information systems.

- ◆ Strong voice in overall business strategy.

### QUALIFICATIONS

- ◆ Chartered Accountant, aged 32-40, successful track record in financial management in the commercial sector.
- ◆ First class controllership and computer-based systems expertise. Operating experience in financial services would be a distinct advantage.
- ◆ Excellent communication and leadership skills, self-starter and highly disciplined.

Please reply in writing, enclosing full cv,  
Reference LK1471  
54 Jeramyn Street, London, SW1Y 6LX  
071-493 6392

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## Central London DIRECTOR OF FINANCE AND ADMINISTRATION Competitive Salary Package plus Car

Our client is part of a multi-national packaging and papermaking group. They have a £100 million turnover in Europe and a large papermaking facility in the UK. They report to a North American subsidiary of the parent group.

Reporting to the company chairman, the successful candidate, who will be London based, will be responsible for the finance and administration functions. The heaviest responsibility will be as controller although duties will include treasurer, office administrator and company secretary. There will also be a need to help the parent group with mainland Europe packaging acquisitions and, whilst not essential, a working knowledge of the French language would be useful.

Candidates will be qualified management and/or financial accountants, preferably graduates, in the age range of 35-45. Ideally they will have experience in a multi-national company where they have been exposed to overseas accounting practices.

The salary and benefits will be attractive and a quality company car is included in the package.

Please send detailed CV. Alternatively you can telephone for a career and personal history form or for a confidential discussion. (Ref: 914/1)

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## Financial Controller

Ampleforth Abbey & College To £30,000

Excellent opportunity for an energetic, enthusiastic and commercially minded finance professional to contribute to and influence the financial development of this Roman Catholic Abbey and leading independent Boarding School. The appointment is situated on a large estate in a scenically beautiful part of rural North Yorkshire.

### THE POSITION

- ◆ A new appointment reporting to the Procurator.
- ◆ Responsibility for all accounting and financial controls including accurate and timely financial and management accounts, budgets, capital expenditure, systems appraisal and enhancement.
- ◆ Responsible for the Finance Function including the development and motivation of staff.

### QUALIFICATIONS

- ◆ Intelligent, pro-active, qualified accountant of graduate calibre.
- ◆ A minimum of three years experience in commerce, with the ability to control a finance function.
- ◆ Up to date knowledge of UK taxation, the raising of finance and gearing.
- ◆ Skilled in computerised systems appraisal and enhancement.
- ◆ 'Hands-on' accountant with confident and assured personality. Good communicator and team player with leadership and team-management skills.

If you are interested, please telephone Stuart Adamson FCA or Roger Webb FCA on 0532 451212 or send your CV, in confidence, quoting reference number 756, to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY. Fax 0532 420802.

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## A superb opportunity for a French speaking Accountant

# FINANCIAL CONTROLLER

€500,000FF + relocation

Paris

Our US client is one of the most successful and profitable insurance and financial service companies in the world. It operates in over 130 countries and has total assets of \$50 billion.

The group is expanding rapidly on the Continent and has made a real commitment to business development in Europe during the 1990s. It currently operates in 11 European countries.

We now seek a top calibre executive to be based at the French subsidiary in Paris which has premium income in excess of \$150 million pa. Responsibilities will include the financial management and control of the business and performance analysis. Initially, there will be an emphasis on improving computerised systems

and procedures. Internal controls and the quality and timing of financial reporting. The position also involves managing a department of 10-12 staff and reports to the Finance Director.

This senior appointment calls for a qualified accountant, fluent in both English and French. Experience in the insurance industry is essential. Ideally supported by knowledge of US GAAP, French accounting principles and exposure to a multi-national working environment. The likely age range is 27-35.

If you would like to be considered, please send your career and current salary details, together with a daytime telephone number, to Barry C Skates at our Maidenhead office. You can telephone him for an informal discussion.

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Maidenhead Berks SL6 1EF  
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With operations in over forty countries around the world, Cable & Wireless are leaders in the expanding field of international and domestic telecommunications.

We're looking for experienced Financial Controllers to oversee financial performance of our franchised businesses in the Caribbean.

Your responsibilities in this senior role will include the management of all accounting and control systems, the preparation and interpretation of management accounts and the introduction of new management information systems.

Reporting directly to the General Manager, you will enjoy considerable autonomy and must be a confident communicator with a firm commitment to a policy of total quality.

You should be ACA, CIMA or ACCA qualified and must have a minimum of seven years' practical commercial experience, with at least three years in a senior management position.

If you can demonstrate sound management skills, financial flair and an entrepreneurial approach, you can look forward to an attractive tax free salary and an excellent range of benefits including free accommodation, relocation allowance, educational assistance for your children (where appropriate), an overseas medical scheme, and 42 days annual holiday.

If you would like to join a multi-national company which places a heavy emphasis on personal career development please send full career details to: Pauline Hunter, Senior Personnel Officer, BCA Headquarters, Cable and Wireless Plc., Summit House, 12 Red Lion Square, London WC1R 4QB.

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THE WORLD TELEPHONE COMPANY

## Financial Controller

— age immaterial —

S Herts

to £40,000 + car

This is the senior finance post in an independent prestigious organisation with a £10m turnover engaged in providing a range of specialist services to an important sector of industry. The organisation is undergoing a significant re-structuring as it adapts to a changing market and the Financial Controller must be responsive to this developing environment. He/she will report to the Chief Executive and be responsible for all central finance functions whilst also providing a Financial and Systems support service to the management of the core operating business. He/she will be supported in these tasks by a small well established accounting and systems staff. This is very much a hands-on job calling for a breadth of experience that embraces consolidations, statutory accounting, budgeting, computerised accounting systems and performance reporting. Applicants must be members of one of the senior accountancy bodies and combine a commercial awareness with a commitment to strong financial disciplines. Ref: 1720/FT. Send CV (with current salary and daytime telephone number) or write or phone for an application form to R A Phillips ACIS, FCII, 2-5 Old Bond Street, London W1X 3TB. Tel: 071-493 0156 (24 hours).

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*The*  
**BODY SHOP**  
Skin & Hair Care Preparations

## Franchise Finance Manager

Every company is no more than the sum of its staff. At The Body Shop, we recognise that our employees are the reason why we are one of the most successful retailers in the U.K. Our staff are energetic, enthusiastic and committed to a better way of doing business; they value honesty; integrity and concern for one another — and the world around us.

We are looking for a qualified accountant, reporting to our General Manager — UK Franchising, to monitor, analyse, report and forecast the financial performance of the company's U.K. franchise business, and provide all-round financial advice and assistance to franchisees. UK franchised outlets number some 135.

With sound commercial experience, though not necessarily in retailing, the successful candidate should be management calibre and have a good knowledge of PC spreadsheets/database applications. Sharing the values of the company, the ideal applicant will probably be in their early to mid 30's, and possess excellent interpersonal and communication skills.

This position is based at The Body Shop's head office in Littlehampton, and on offer is a competitive salary and comprehensive reward package. Closing date for applications 18 April 1991. To apply, please write with c.v. including current salary, to Sue Cable, Company Relations Manager, The Body Shop International PLC, Hawthorn Road, Littlehampton, West Sussex.

## FINANCIAL MANAGER

NEGOTIABLE REMUNERATION PACKAGE GERMANY

Our client is a rapidly expanding subsidiary of an international Group, and has an annual turnover of DM200 million. The company is market leader in Germany in the manufacture and distribution of a range of consumer durable products. In planning for future growth, the company is making a substantial investment in expanding its production capacity, increasing market support for its products and installing advanced data processing facilities.

A key element of the company's plan for future growth is the appointment of a Financial Manager to the management team. The successful candidate will be responsible for all aspects of financial and management reporting, financial planning, development of data processing systems, taxation and credit control. As a member of the management team the Financial Manager will make a significant contribution to the formulation of commercial strategies, business plans, performance analysis and controls to ensure a continuation of controlled profitable growth.

Candidates will be qualified accountants (aged 30 - 40) with a successful background gained in a manufacturing/production environment and with strong financial control and communication skills.

Fluency in German or a strong commitment to learn German within a short time period is an essential requirement for this position.

An attractive remuneration package will be offered to the successful candidate and will not be a limiting factor for this position.

Applications (setting out personal, career and salary details), which will be forwarded directly to our client, should be sent to:

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Arthur Andersen  
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London WC2R 2PS

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## Director of Finance

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- \* provide information and advice to management
- \* manage the treasury function, accounting and payroll systems
- \* serve as an ex-officio Pension Scheme Trustee.

Professional accountants with good supervisory skills, computing knowledge and the ability to communicate financial management techniques to department heads should forward CVs to: Peter Richardson, Personnel Officer, RIBA, 66 Portland Place, London W1N 4AD.

Closing date for applications 12th April 1991.



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